Business Venture 2

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CONTENTS

INTRODUCTION

The course

Business Venture is a two-level speaking and listening course for people who need to communicate effectively in common business situations. The course covers the elementary to pre-intermediate levels, and is ideally suited to 'false beginners': people who have studied English before – often quite a long time ago – but who have had little chance to use the language in real life. The language models provided are standard American English, although a variety of other native and non-native accents (British, Australian, Japanese, French) appear in the listening materials. The emphasis throughout is on presenting English as an international means of communication.

The course has two main aims:

1 To encourage fluency and the 'active' use of English
2 To provide language models that will be directly relevant to the students' real needs.

There are, therefore, two elements which shape the course: the 'topic', and the 'target language'. The 'topic' is the business situation for which the student is learning the language (Making arrangements, Describing company performance, etc.); the 'target language' describes the language structures practiced within the unit. The scope and sequence chart, on the previous two pages, will show you how these two are combined. In order to encourage fluency, the language of the course has been very carefully graded. Grading gives the student the chance to practice the language safely before attempting to formulate new sentences or to engage in wider discussion. For the same reason, the listening material has also been graded, both in terms of structure and speed.

The grading is progressive, so that later units are more difficult than earlier ones; but units – and parts of units – can be used independently of each other. This means that teachers can select those units and activities that they consider most appropriate for their students, and that if students miss the occasional lesson they will not 'lose the thread' of the course as a whole.

A typical unit

Each unit divides into two parts and may be used as two lessons or as the two halves of a double-lesson. For ease of reference the first part is printed on a yellow background and the second part on a blue background, and each unit culminates in the cross-cultural discussion in the 'Culture File'. Each unit is expected to take about two hours in class; the second part may take a little longer than the first.

Each unit contains the following key elements:

Introduction
The picture(s) at the beginning of each unit can be used to introduce the situation or topic of the unit by means of a brief, informal discussion.

Listening passages
Both parts of each unit start with a listening passage, labelled **First Listening** and **Second Listening** respectively. These and other listening extracts included on the cassette are preceded by the symbol (🎧); the tapescript appears at the back of this book. Listening activities in Book 2 are designed to develop students' listening skills in a systematic way, with accompanying tasks designed to develop the following sub-skills: listening for general meaning, listening for specific information, inferring the meaning of unknown items from context.

Practice
The exact form of practice varies from unit to unit, but generally follows the same sequence: presentation, controlled practice, guided practice, and transfer. (In Book 2, the emphasis is generally on the latter stages of this sequence.) As in Book 1, there is also work on specific aspects of pronunciation and intonation in several of the units. The answer key is located at the back of the book.

Supplementary language
In Book 2, there is a particular emphasis on vocabulary development. Many units contain a **word file** section, covering business-related topics such as the language of advertisements and interpreting financial and business news headlines. The **information gap**

section, for Student B, comes after Unit 12 and is cross-referenced with the main text. As the target language presented in Book 2 is often more complex than that of Book 1, a **grammar file** (located at the back of the book) has been provided. Where a unit involves a tense or structure that may be new or unfamiliar to students, they will be referred to the appropriate section of the grammar file. There they will find a clear basic explanation of the point in question illustrated by example sentences taken from different parts of the course.

Culture File

Each unit concludes with this section, which presents a wide range of topics of cross-cultural interest for discussion and provides advice on potentially problematic situations, such as avoiding misunderstandings while working in an unfamiliar country. The *Culture File* section should be used to give students an opportunity for relatively undirected self-expression in English, however limited this may be in the early stages of the course.

1

CONTACTS



1 First Listening

1 Listen. Where are the speakers? Check (✔) the right boxes.

	Dialogue One	Dialogue Two
They are in a plane.	☐	☐
They are at an airport.	☐	☐
They are at a party.	☐	☐
They are in a restaurant.	☐	☐

2 Listen again. Check (✔) the expressions you hear.

	Dialogue One	Dialogue Two
I don't think we've met.	☐	☐
Are you going to London on business?	☐	☐
Pleased to meet you.	☐	☐
Do you work here in Chicago?	☐	☐
Would you excuse me?	☐	☐
It was nice talking to you.	☐	☐

3 Which of the expressions above can you use:

a to start a conversation?

b to end a conversation?

2 Starting a conversation

1 Fill the gaps, then listen and check your answers. (If your answer is not the same as the one on the tape, this does not mean it is wrong. Check with your teacher.)

A:	I don't think we've met. My name's Tim Reed.
B:	.... I'm Mike Lam.
A:	Are you going to Osaka on business?
B:	....
A:	Nice party, isn't it?
B:	Really nice. I'm ....
A:	May I sit here?
B:	....

2 Match the conversation openings (on the left) with the places where they can be asked (on the right). The first one is done for you.

a Have you been waiting long? (→ 5)	1 *On a plane*
b Excuse me, does your company have a stand here?	2 *On a factory visit*
c Have you worked here long?	3 *On a train*
d Do you fly a lot?	4 *At a trade fair*
e Excuse me, is this seat free?	5 *At a bus stop*

3 Can you think of any more conversation openings?

3 A short conversation

1 This conversation between two people is written in the wrong order. Number the lines in the correct order. The first one is done for you.

a Pretty good. Who are you with?
b Yes. And you?
c Are you here for the conference? 1
d Glad to meet you. I'm Luis Rosario.
e Nabisco. I'm in the sales division.
f Yes. What do you think of it so far?
g Oh, really? I work for Ajinomoto. My name's Teruo Matsuoka, by the way.

2 Now listen and check your answers.

3 Practice the conversation with a partner, using information about you.

4 Ending a conversation

1 Here are some different ways of ending a conversation. Listen.

Dialogue One

A: Well, it was very nice talking to you.
B: Yes, we must meet again sometime.
A: That would be great. Here's my card. Maybe we can get together next time you're in town.
B: I hope so. And here's my card.

Dialogue Two

A: Well, it was great to see you again, Harry.
B: Yes. And we should get together again soon. How about lunch next week?
A: That would be great. Give me a call at the office, and we'll arrange a time.
B: Fine. See you next week, Frank.

Dialogue Three

A: Your new product sounds very interesting. Could you send me a price list?
B: Yes, of course. I'm very sorry, but would you excuse me? I have to make an urgent phone call.
A: Certainly.

Dialogue Four

A: Your new product sounds very interesting. Could you...
B: Sorry. I have to speak to that woman over there. She's an important client.
A: Oh! ... of course.

2 In which dialogue(s):

a do A and B know each other well?
b does A decide to end the conversation?
c does B decide to end the conversation?
d is B impolite? Why?

3 With a partner, practice Dialogues One, Two, and Three. Can you think of any other ways of ending a conversation?

5 Second Listening



1 What do you know about these companies?

2 Listen to six people talking about their companies. Number the companies in the order you hear them.

3 Listen again. Write down two pieces of information about each company, then compare your answers with a partner.

4 With a partner, prepare a short description of your company, or of a company you know well, then read it to the class.

6 Continuing a conversation

1 Match each question with the best reply. The first one is done for you.

a What do you think of Tokyo?	1 Yes, extremely interesting.
b How often do you travel abroad?	2 Thank you.
c Are you going to be here long?	3 At the Sheraton.
d Is this your first trip to Japan?	4 Yes, very well.
e Do you know Harvey Phillips in sales?	5 It's a very interesting place.
f Where are you staying?	6 No, I was here last year.
g It's an interesting conference, isn't it?	7 Just five days.
h Can I get you a refill?	8 Once or twice a year.

2 With a partner, think of some more questions and responses you can use when you meet someone for the first time. Write them down, and try them with other students in the class.

7 Role play

1 With a partner, practice meeting someone for the first time at a business reception. Use real or imaginary information about yourself. Try to continue the conversation for as long as possible, using the table below as a guide.

Begin the conversation

Introduce yourself

Continue the conversation
(talk about your company, job, family, hobbies and interests, etc.)

End the conversation

2 Practice with a different partner.

CULTURE FILE

Gestures

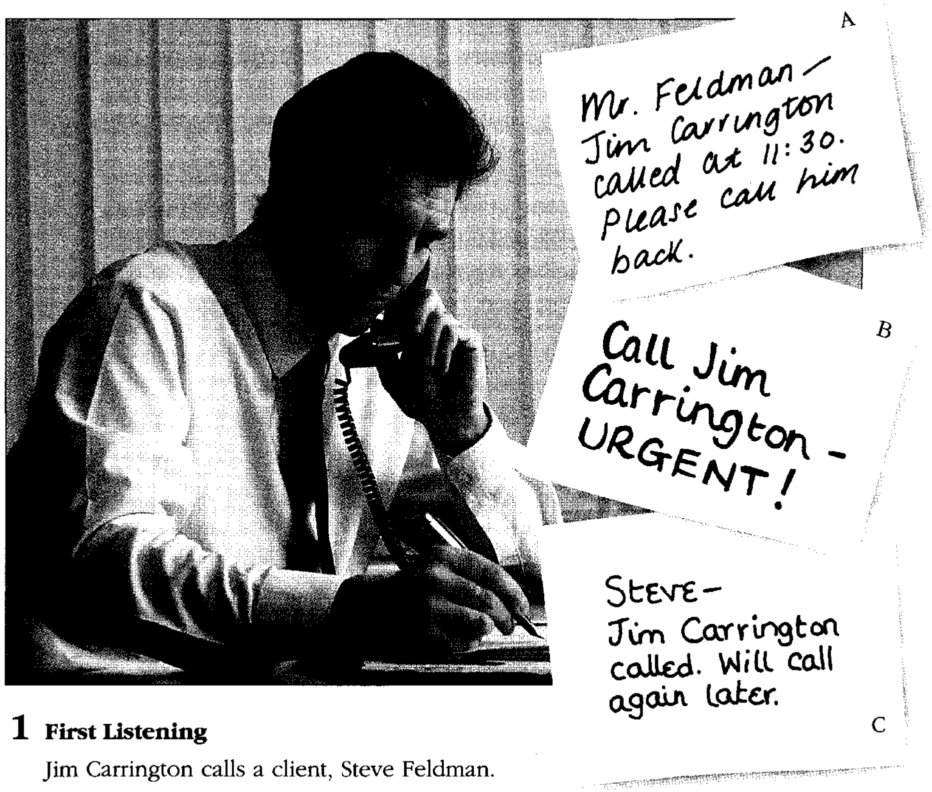
1 Match each picture with a suitable expression.



a Could you come here a minute?
b Could you keep the noise down?
c Great!
d I'm warning you.
e I don't know.
f Who, me?

2 Which gestures are the same in your country?
Which ones are different?
Can you think of any gestures that are often used in your country?

ON THE PHONE



1 First Listening

Jim Carrington calls a client, Steve Feldman.

1 Before you listen, look at the messages above.

2 Now listen. Which is the right message?

3 Listen again. Check (✔) the expressions you hear.

I'm afraid he's not at his desk right now. ☐
I'm afraid he's not in the office right now. ☐

Do you know when he'll be back? ☐
Do you know where he is? ☐

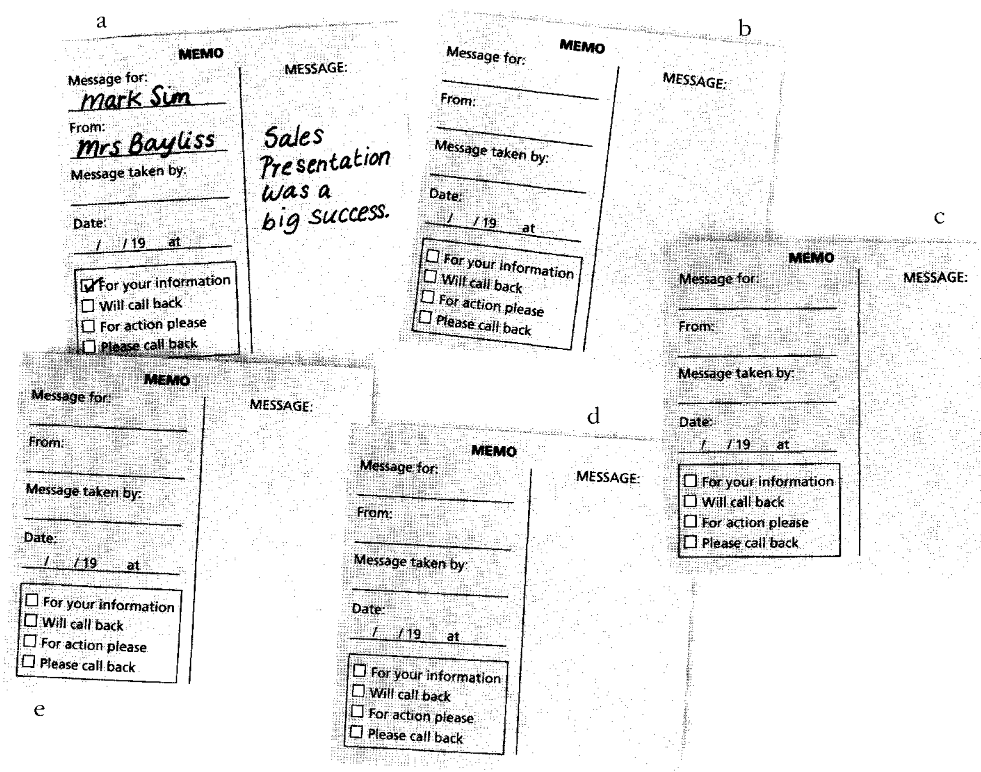
Can I take your number? ☐
Can I take a message? ☐

Could you tell him Jim Carrington called? ☐
Could you tell him to call Jim Carrington? ☐

2 Leaving messages

While Mark Sim is out of the office, five people call with a message for him.

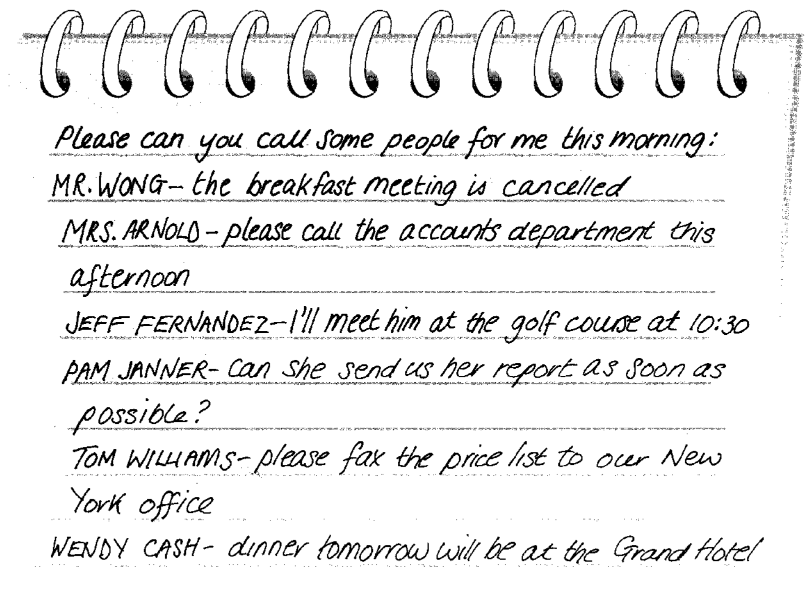
1. Read and listen to the messages, then fill in the message slips. The first one is done for you.
   a Mrs. Bayliss speaking. Could you please tell Mark that the sales presentation was a big success?
   b Hi, it's Dave here. Could you ask Mark to call me tomorrow morning?
   c Good morning, this is Enrique Moreno from HGW Construction. Could you tell Mr. Sim I received the catalog he sent me today? Thanks.
   d This is Jan Smith in the President's office. Could you ask Mr. Sim to come and see the President as soon as possible?
   e Fred Fisher from the sales department here. Could you ask Mark to send me the July sales report by the end of the week, if possible?



2. When Mark Sim returns to the office, which message would you give him first? Why?

3 Giving messages

1 Your boss, Mark Sim, has given you a list of people to call and some messages to give them.



With a partner, take turns being A, and calling the people on the list. The other person should be B, and answer the call. Use the dialogue below as a model.

A: Hello, I'm calling on behalf of Mark Sim of TGT. Could I speak to *Mr. Wong*, please?
B: I'm afraid *he*'s not in the office at the moment.
A: Do you know what time *he*'ll be back?
B: I'm not sure. Can I take a message?
A: Thanks, could you **tell him the breakfast meeting is cancelled*?
B: Certainly. I'll give *him* the message.
A: Thank you. Goodbye.
B: Goodbye.

(* Remember to use *ask* when you are making a request, and *tell* when you are giving information.)

2 Now try it again using names you know and other messages.

4 Telephone manners

1 Look at Dialogue One. It sounds impolite. Why?
Dialogue Two is a more polite way of saying the same thing. With a partner, fill in the gaps in Dialogue Two, using the words from the box below.

Dialogue One	*Dialogue Two*
A: *I want to speak to Fred Jones.*	A: .... Fred Jones, ...
B: *He isn't here.*	B: I'm .... He isn't in the office at the moment.
A: *So when will he be there?*	A: Could you .... me when he'll be .... ?
B: *I don't know.*	B: I'm .... I don't know.
A: *OK. Take a message.*	A: Could I .... a message, please?
B: *Who are you?*	B: Of course. Your .... , please?
A: *I'm Mike Lam.*	A: This is Mike Lam.
B: *And what do you want me to tell him?*	B: Thank you. And what is the .... ?
A: *Tell him to call me back before 5:30.*	A: Could you .... him to call me before 5:30, if ....

name back possible tell please sorry afraid leave message Hello ask

2 Listen and check your answers.

3 Now practice the more polite Dialogue Two with your partner. This time use your own name and a different message.

5 Second Listening

Joe Foster's secretary wrote down some phone messages from his answering machine.

Dick Bonetti / (PRT) called about / annual report. Please call / today / 434-544-9734.

Marsha Weiss / (Honda) called. / Got your fax. / Will call again before 5:00.

Hal Davis called. Please call / (any time before midnight) / confirm Saturday's golf game. / New phone number / 212-725-3438.

Steve Casey / (CCS Security Systems) called. / Wants to meet / this week to show you / product range. / Will call again.

Jill called. / Will meet / today / the usual place.

1 Listen to the original messages and check the notes. You should find *two* mistakes.

2 Now turn the messages into complete sentences, by adding the words in brackets. The places where you need to add a word are marked like this (/), e.g.,

a [the, at, from, him] *Dick Bonetti* from *PRT called about* the *annual report. Please call* him *today* at *06 544 9734.*

b [She, She, from] ....

c [is, to, His, him] ....

d [you, from, He, He, their] ....

e [you, She, at] ....

3 Listen and check your answers.

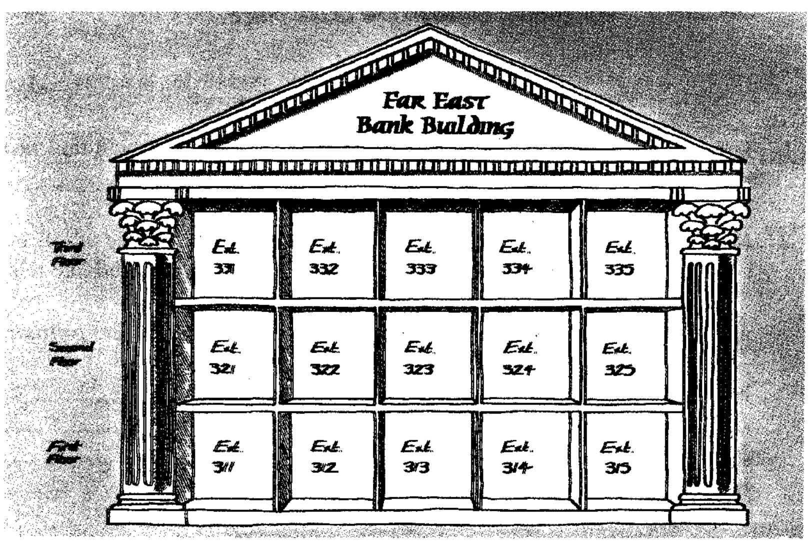
6 Where's Mr. Wallace?

Play this game with a partner. Take turns being Student A.
Student A tries to speak to Mr. Wallace by finding the extension number of his office.
Student B circles an extension number – this is now Mr. Wallace's office. (Don't let Student A see which number you choose!) Student B now answers Student A's calls, and gives clues about how far away Mr. Wallace is, e.g.,

A: Hello, is this extension *331*?
B: Yes, it is. Can I help you?
A: Could I speak to Mr. Wallace, please?

B: (if he's on a *different floor*)	Sorry, he doesn't work in this department.
(if he's *two or more rooms* away)	Sorry, he's not here, but I think he's around.
(if he's *one room* away)	Sorry, he just went next door.
(if A gives the *right number*)	This is Mr. Wallace.

When Student A has found Mr. Wallace, it's Student B's turn to ask the questions.
Count the number of calls you make. The person with the fewest calls wins.
When you have finished, circle another extension number and play the game again.



7 Word File: telephone talk

1 On the left are some expressions you are likely to hear on the telephone. Match them with the explanations on the right. The first one is done for you.

a The line is busy. (→ 5)
b It's for you.
c Will you hold?
d He's on another line.
e I'm returning your call.
f There's no answer.
g I'm calling on behalf of Tom Phillips.
h Who shall I say is calling?

1 Would you like to wait until the line is free?
2 Tom Phillips asked me to call you.
3 He's talking on another telephone.
4 He isn't answering his phone.
5 He's talking to someone else.
6 What is your name, please?
7 The person phoning wants to talk to you.
8 You called me earlier, and now I'm calling you back.

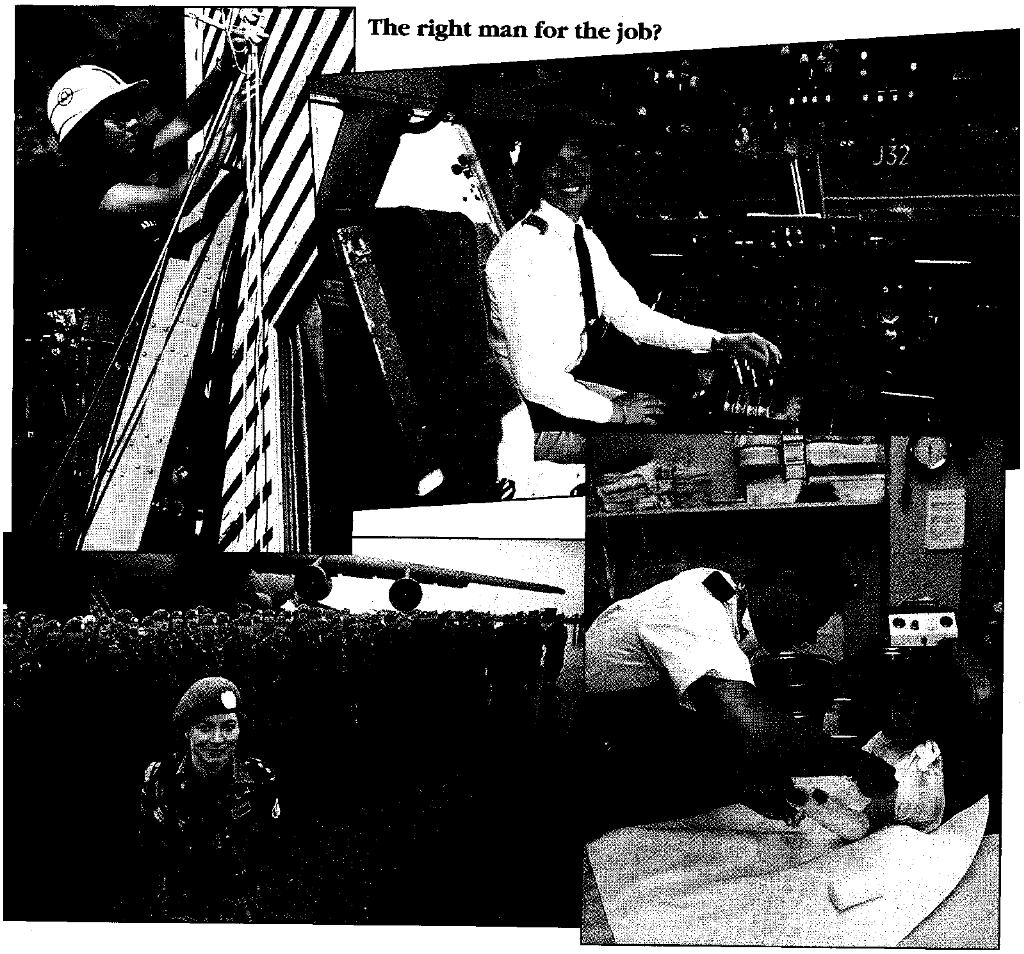
2 Choose the best expressions from the words in brackets to complete the dialogue below.

A: Bob Wilson, please.
B: .... I didn't catch the name.
[Sorry? / What? / Repeat, please.]
A: Could I speak to Bob Wilson, please?
B: Who can I say is .... ?
[phoning / speaking / calling]
A: Martin Greensmith .... Newgate Investments.
[at / from / with]
B: .... I'll connect you.
[Hold the line / Wait / Don't go away]
C: Hello.
A: Good morning, could I speak to Bob Wilson, please?
C: ....
[Talking / Speaking / It's me!]

3 Now listen and check your answers.

CULTURE FILE

The right man for the job?



1 Look at the pictures of people at work. Does anything about them seem unusual to you?

2 In your country, are there some jobs which are always or usually done by men, and others by women? Which ones? With a partner, make a list. Compare your answers with the rest of the class.

3 Do you agree or disagree with keeping some jobs for either men only or women only? Why?

4 Are things different in other countries?

SCHEDULES AND APPOINTMENTS

➥ GRAMMAR FILE 1.2, 2.3



1 First Listening

Mary Withers calls a business associate, Bill Hoffman, to arrange a meeting.

1 Before you listen, fill the spaces in the conversation using *five* of the words below.

having	interviewing	looking	meeting	saying
visiting	doing	leaving	eating	making

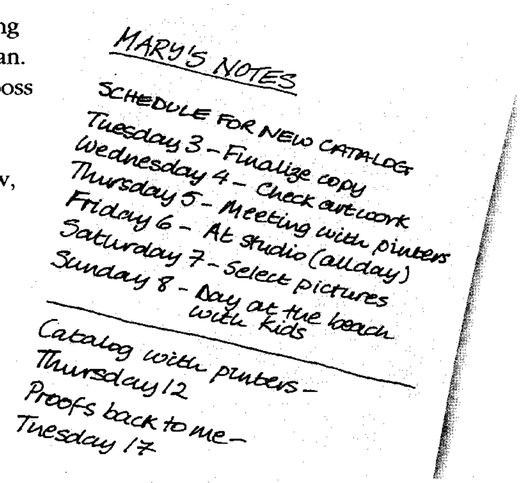
Mary: I need to see you about the design of the new catalog. Some time next week. Monday, if possible.
Bill: OK. Let me have a look at my schedule. How about 11:00?
Mary: No, that's no good. I'm .... [1] a presentation to the board at 11:15. What about lunchtime?
Bill: I'm afraid I'm .... [2] lunch with a client.
Mary: Are you .... [3] anything in the afternoon? I think we need to discuss this as soon as possible.
Bill: Well, I'm .... [4] for Boston at 5:00. Could we make it 4 o'clock?
Mary: That doesn't give us much time, Bill. How about after lunch?
Bill: I'm sorry, but I'm .... [5] the client's factory after lunch.
Mary: OK then, Monday afternoon at 4:00.

2 Now listen to the conversation and check your answers.

2 Talking about schedules

1 Mary made some notes during her meeting with Bill Hoffman. The next day, she sent her boss a memo about the meeting. Use Mary's notes, and the expressions in the box below, to complete the memo.

today
this Friday
the day after tomorrow
this weekend
next Thursday
the Tuesday after next
tomorrow


MARY'S NOTES

SCHEDULE FOR NEW CATALOG

Tuesday 3 - Finalize copy
Wednesday 4 - Check artwork
Thursday 5 - Meeting with printers
Friday 6 - At studio (all day)
Saturday 7 - Select pictures
Sunday 8 - Day at the beach with kids

Catalog with printers - Thursday 12
Proofs back to me - Tuesday 17

MEMO

TO: Margaret Means **DATE:** Tuesday October 3
FROM: Mary Withers

RE: New catalog

I had a meeting with Bill Hoffman yesterday about the new catalog. I'm finalizing the copy ______[1] and checking the artwork __________[2]. The meeting with the printers is ______________________[3]. We're taking the photographs ___________[4], so I can select the best ones ____________________[5]. I hope to get everything to the printer _____________[6], so the proofs should be ready ______________________[7].

M.W.

2 While he was in Boston, Bill Hoffman lost the notes of his meeting with Mary. He calls her secretary, Anita, the next day, Tuesday, to check what was decided.
With a partner, practice the conversation below. Take turns being the secretary. The secretary must use the information in Mary's memo to respond to what Bill says.

Bill: Hello. This is Bill Hoffman.
Anita: Hello, Mr. Hoffman. How can I help you?
Bill: I need to confirm some details about the new catalog.

Anita: Certainly.
Bill: We're taking the pictures the day after tomorrow.
Anita: Uh, no, Mr. Hoffman ....
Bill: And so Mary is choosing the pictures sometime next week.
Anita: Uh, no, Mr. Hoffman ....
Bill: Oh, yes, of course. So she's meeting the printer today.
Anita: Uh, no, Mr. Hoffman ....
Bill: Oh. But she's sending the catalog to the printer next Friday.
Anita: No, Mr. Hoffman ....
Bill: Ah, yes. Now I remember. And the printer is sending us the proofs next month.
Anita: No, Mr. Hoffman ....
Bill: Oh. I think I'd better write all this down. Could we go through it again, please?
Anita: Yes, Mr. Hoffman.

3 Pronunciation

1 Often we write and say the same sentence in a slightly different way, e.g.
He is attending a planning meeting.
He's attending a planning meeting.

Now say the following sentences, making *contractions* like the one in the example.

a You are meeting her at 3:00.
b They are not coming today.
c He is arriving by plane.
d We are holding a press conference tomorrow.
e I am not doing anything this afternoon.
f They are sending us a replacement soon.
g She is giving the presentation on Friday.
h You are not playing tennis next week.
i I am speaking to the board today.
j We are not going home tonight.

2 Listen to the tape and repeat the spoken forms.

3 Now listen again and mark the main stress in each sentence, e.g.,
You're meeting her at 3:00.

4 Second Listening

James Wolf, chairman of the Wolf Media Group, is talking with his assistant, Max, about an upcoming trip.

1 Listen and number the items on his schedule in the correct order. The first one is done for you.

		Day	Time
	have lunch at a Chinese restaurant	*Wednesday*	....
	have dinner at a sushi restaurant	....	*8:00 PM*
	visit an art gallery	*Wednesday*	....
	open a new store	....	*11:00 AM*
	leave Kennedy Airport	....	....
	appear on a TV talk show	*Wednesday*	*8:15 AM*
1	arrive at Kennedy Airport	*Tuesday*	....
	attend a strategy meeting	....	*2:00 PM*
	visit the Wolf recording studios	*Wednesday*	....



2 Now listen again and fill the spaces by writing in the day and time for each item.

5 Asking for information

Put the words in the right order to make questions about schedules and appointments, e.g.,
time end What conference the does ?
What time does the conference end?

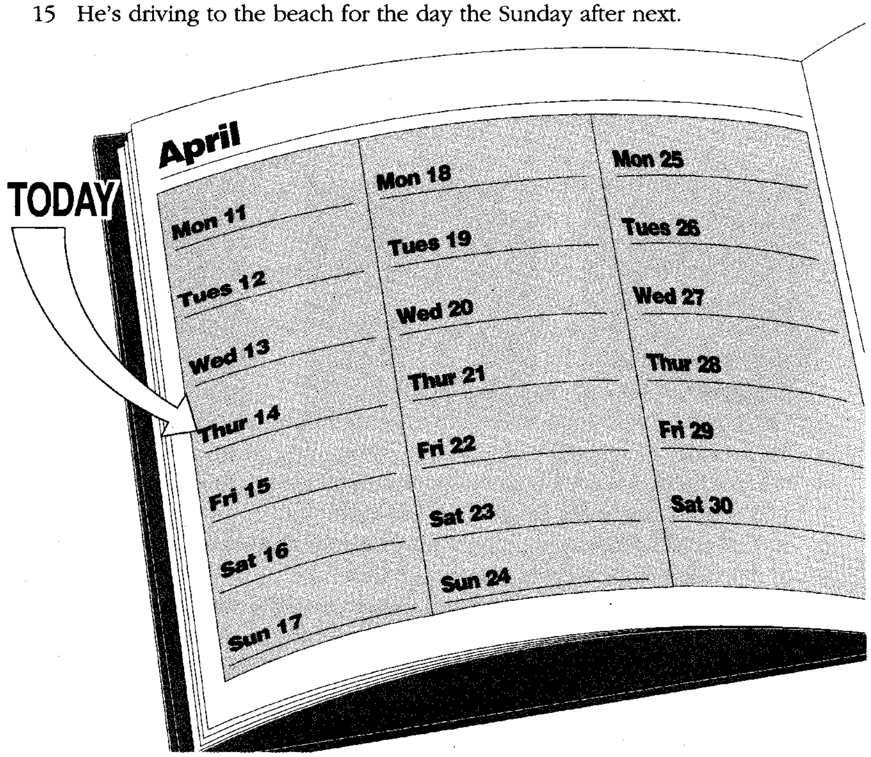
1 to When Tokyo are flying you ?
2 afternoon this Where the is conference ?
3 morning are doing you What Thursday ?
4 tomorrow leave What your does time train ?
5 playing today we time are golf What ?

6 A busy man

Ed Simpson wants to play golf one day soon. But his diary is pretty full, and he needs all day free to play golf. When does he have a free day?
Student A: Use this page.
Student B: Turn to page 85.

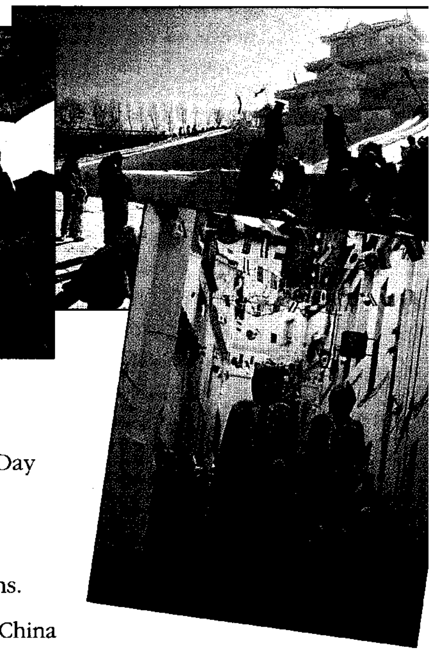
Below are eight appointments (1, 3, 5, etc.) taken from Ed's diary. Student B has eight other appointments (2, 4, 6, etc.). To find Ed's free day, you have to exchange information about Ed's schedule. Take turns telling each other about Ed's appointments. Then write each appointment in the correct place in Ed's diary. Today is Thursday the 14th. Student A starts.

1 He's visiting a trade fair tomorrow.
3 He's going to a computer show the day after his check-up.
5 He's going on a factory tour the day after tomorrow.
7 He's attending a planning meeting the day before the baseball game.
9 Next Wednesday, he's giving a presentation.
11 He's having lunch with a client the day after his visit to TDK.
13 He's going sailing the day after the computer show.
15 He's driving to the beach for the day the Sunday after next.



Culture File

National holidays

1 When do you have public holidays in your country?
   a on religious festival days
   b on a national anniversary, such as Independence Day
   c to honor a famous person
   d other reasons

2 Match the countries below with their holiday traditions.

a Singapore	e Great Britain	h China
b U.S. Virgin Islands	f Seychelles	i Norway
c Saudi Arabia	g Japan	j Iceland
d France		

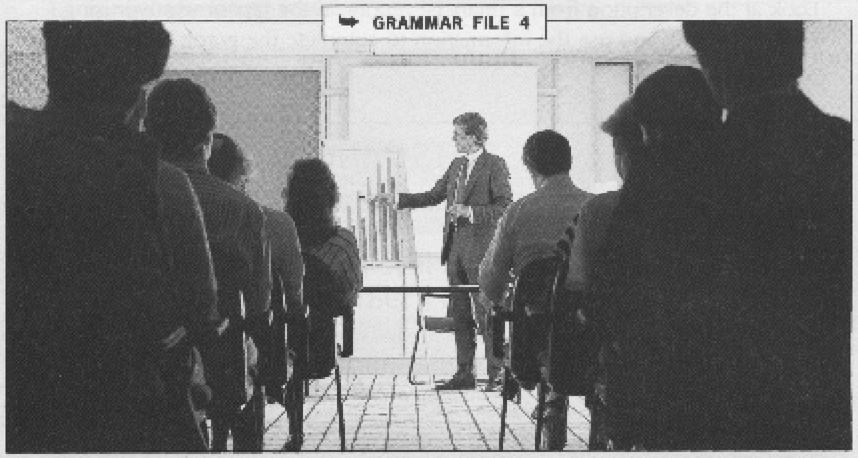
   1 If a public holiday is on Tuesday or Thursday, many companies also have Monday or Friday as a holiday.
   2 New Year falls between mid-January and mid-February, but the exact date changes each year.
   3 This country has only one public holiday a year.
   4 This country takes a public holiday to hold the annual fishing competition.
   5 The first day of summer is celebrated with a public holiday on April 18.
   6 When a holiday falls on Sunday, Monday is taken as a holiday.
   7 This country celebrates 'Respect for the Aged Day'.
   8 Some public holidays are called 'Bank Holidays'. They are always on Mondays.
   9 In this country, the weekly holiday is Friday.
   10 Rolex Regatta Day is one of this country's thirty-eight public holidays.

3 Are any of these traditions similar to those in your own country?

4 What is your country's most important public holiday? Why?

COMPANY PERFORMANCE

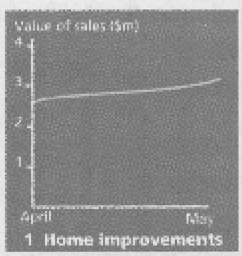
➥ GRAMMAR FILE 4

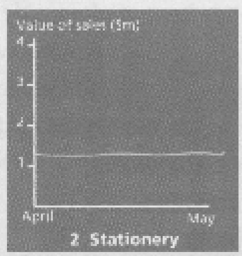


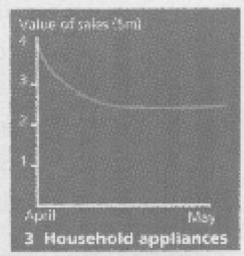
1 First Listening

Michael Li is giving a presentation on last month's sales figures at the Kansas City branch of Save-o-Mart discount stores.

1 Before you listen, use the graphs and the words in the box to complete the three sentences.







sharply	same	rose	fell	slightly	remained

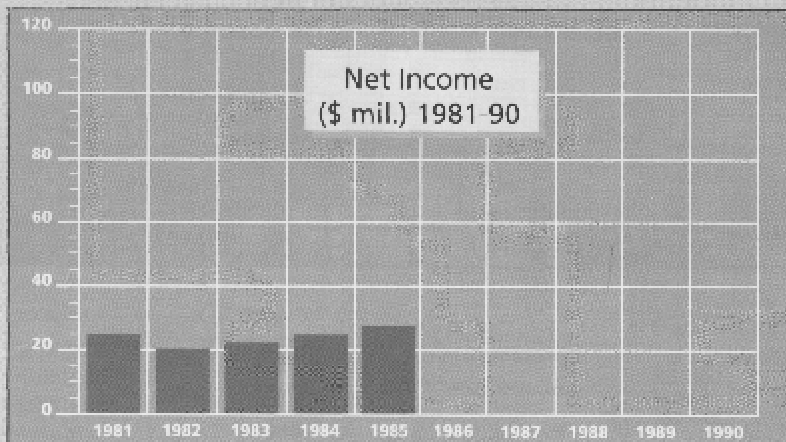
a Home improvement sales .... to just over $3,000,000.
b In the stationery section, sales .... about the ....
c As for household appliances, sales .... to $2,450,000.

2 Listen to the tape and check your answers.

2 Describing graphs

Look at the description from a financial report on the Japanese advertising agency Dentsu, and use the information to complete the graph below.

DENTSU INC.

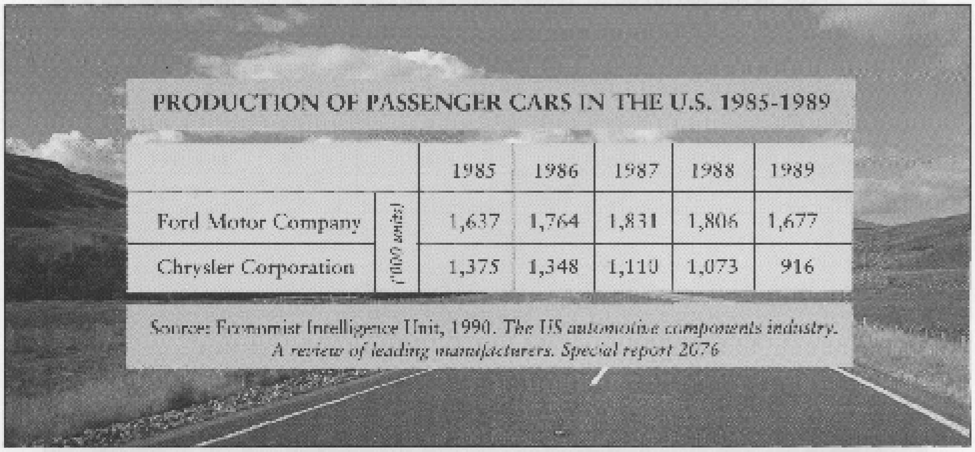


The company's net income increased considerably during the 1980s. However, during the early 1980s, growth was very slow. This was because most of the agency's clients are Japanese companies, and the Japanese economy grew slowly during the first half of the decade. Net income actually fell by $4m from $25m to $21m in 1982, and there was only a slight rise during the period 1983-85.

As the Japanese economy grew faster during the late 1980s, the company's income increased significantly. The recovery started in 1986, when net income reached $30m. It rose by $8m in 1987 and by a further $24m in 1988. Then, in 1989, there was a very sharp increase, and income reached a record level of $102m. In fact, income peaked in 1989, because in 1990 there was a slight fall in income to $96m.

3 Interpreting data

1 Look at the information below.



PRODUCTION OF PASSENGER CARS IN THE U.S. 1985-1989

		1985	1986	1987	1988	1989
Ford Motor Company	('000 units)	1,637	1,764	1,831	1,806	1,677
Chrysler Corporation		1,375	1,348	1,110	1,073	916

Source: Economist Intelligence Unit, 1990. *The US automotive components industry. A review of leading manufacturers. Special report 2076*

Student A: Complete the paragraph using information about the Ford Motor Company.
Student B: Complete the same paragraph using information about the Chrysler Corporation.
Use some of the words and phrases below to help you.

rose / increased / went up

fell / decreased / went down

remained the same / didn't change

sharply quickly a lot / slightly slowly a little

good

disappointing

If you look at the graph, you'll see that .... 's production in 1986 .... to .... As you can see, the following year it .... again by .... 1988 was a .... year: production .... by .... to .... Finally, in 1989 ....

2 Practice presenting the paragraph to each other. Do you agree with your partner's interpretation?

4 Second Listening

1 Work with a partner. Look at the table below. Use the data to find the five errors in the paragraph which follows. Cross out the errors and write your corrections above them. The first one has been done for you.

CAR PRODUCTION BY JAPANESE MANUFACTURERS IN THE U.S. 1985-89						
	(000 units)	1985	1986	1987	1988	1989
Toyota			13	44	55	231
Honda		145	238	324	366	362

The number of cars made by major Japanese manufacturers in the U.S. grew considerably during the period 1985-1989. Toyota started making cars in the U.S. in ~~1985~~ 1986. In its first year it produced 14,000 cars. This was much more than Honda, the leading Japanese car manufacturer in the U.S. Both Toyota's and Honda's production fell in 1987 and 1988, (sharply in 1987, but only slightly in 1988). In 1989, however, Toyota's production rose very sharply - from 55,000 to 231,000. Honda, on the other hand, produced 362,000 cars - four thousand more than in the previous year.

2 Now listen and check your answers.

5 Word File: headlines

Below are some headlines taken from the business pages of different newspapers. Which do you think describe:

a a sharp fall?
b a slight fall?
c a sharp rise?
d a slight rise?
e no change?

1 PROFITS PLUNGE IN MOTOR INDUSTRY

2 Demand for luxury goods shows signs of weakening

3 WALL STREET PANICS AS SHARE PRICES COLLAPSE

4 Cost of living soars in first quarter

5 STEEP SALES DECLINE FOR STRUGGLING ELECTRONICS GIANT

6 DOLLAR KEEPS STEADY IN CAUTIOUS TRADING

7 Investors happy as sales begin to recover

6 Comparing data

1 Look at the table below. Use the information to match the first halves of the sentences (a - f) with the correct endings (1 - 6).

CAR PRODUCTION IN THE U.S. 1991-1992			
Company	**Jan-Jul 1991**	**Jan-Jul 1992**	**% change**
General Motors	1,351,875	1,443,652	6.8
Ford	714,097	758,207	6.2
Chrysler	274,333	300,893	9.7
Honda	264,706	279,765	5.7
Toyota	128,546	140,983	9.7
Diamond Star	91,730	85,205	-7.1
Nissan	77,888	74,232	-4.7
Mazda	93,138	64,155	-31.1

a General Motors...
b From January through July 1992, Diamond Star's production...
c Ford...
d In the first half of 1991, Nissan's production...
e In both periods, Ford produced...
f In both periods, Chrysler produced...

1 ...slightly more cars than Honda.
2 ...was the second largest car manufacturer.
3 ...produced more cars than any other manufacturer.
4 ...over twice as many cars as Chrysler.
5 ...was 7.1% lower than from January through July 1991.
6 ...was around 15,000 less than Mazda's.

2 Now write three or four sentences of your own, comparing companies in the table above.

3 Work in pairs or small groups. Read your sentences to the others, but *don't* read the company name. The others guess the correct company, e.g.,

A: In the first half of 1991 this company produced slightly more cars than Diamond Star.
B: Was it Mazda?
A: Yes.

4 Work in pairs or small groups. Write a short presentation of the information about two of the companies in the table above. If necessary, ask your teacher to help you. Choose one or more member(s) of your group to make the presentation to the rest of the class.

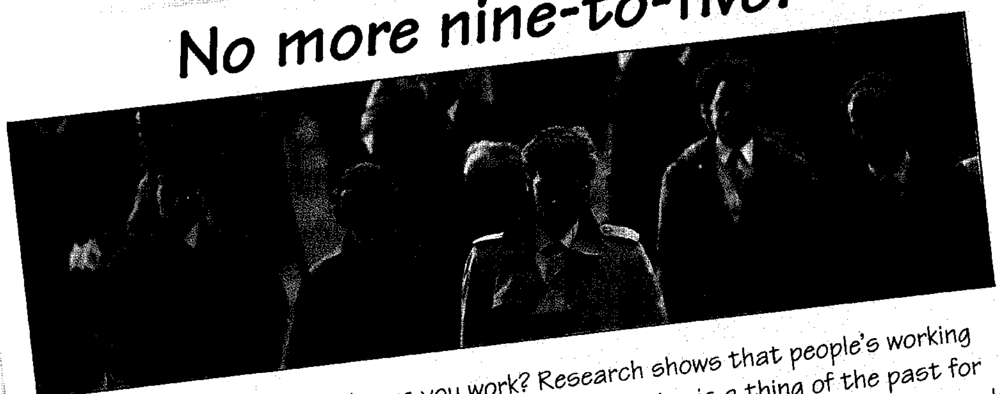
Working hours

1 Describe your work routine. How is it different from these people?

2 Do you agree with their predictions for the future? With a partner, discuss what you think will happen to the way people work in your country in the next twenty years.

3 Tell the rest of the class what you think.

No more nine-to-five?



Are you happy with the hours you work? Research shows that people's working hours have changed a lot, and the nine-to-five routine is a thing of the past for most people. We asked three people working in different jobs to describe their work routine and to predict how they think the working week will change in the future.

Graphic designer
Donald Altman Age 36

"It takes me about an hour to get to work. A few years ago, the company introduced a system of flexible working hours. We say the time we want to start and finish. We still work a thirty-five hour week, of course, but we can get in as late as 10:00 in the morning and leave as early as 4:00 in the afternoon. It makes things a lot better for everyone. I think the working week will get shorter in the future, as more and more work will be done by computer."

Aerobics instructor
Sue Coward Age 27

"I teach five classes a day and work one Saturday a month. My busiest times are early mornings, lunchtimes, and late afternoons – in fact, the times when everyone else isn't working. People today try to find time to get exercise as a way to stay healthy. That's good news for me! I think the next generation of office workers will work more from home, especially if they use a computer. I don't think the working week will get any shorter, but we'll spend less time at the office."

Factory worker
Ken Davidson Age 24

"I have to get to work by 8:30. We have a fifteen-minute break at 10:15. Lunch is at 12:00. The afternoon usually goes very slowly, and when I hear the factory siren at 4:45, I'm first through the door. Some of the guys work overtime if they can, in the evenings or at weekends. They're usually the ones with families so they need the money. Things won't change much for people like me."

5

DESCRIBING PRODUCTS



1 First Listening

1 Look at the products above. Talk about them with your partner.

2 Here is an advertisement for one of the products. Listen to the presentation and fill in the missing words.

THE PULSE METER WATCH

The watch for people who really care about their h________ 1.

- *light and easy to u________ 2*
- *simple, m________ 3 design*
- *can be used as a stopwatch, timer, or alarm*
- *u________ 4 feature: measures the number of heartbeats per minute*
- *c________ 5 only $39.99*

All these features for less than $40: it's a real b________ 6!



2 Talking about products

1 Find the missing words in these descriptions.



a They are .... [1] fashion-conscious joggers. They .... [2] light and comfortable. They are .... [3] the best quality materials. They .... [4] air-cushioned soles.

are	ideal for	have	made of

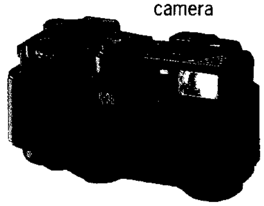


b It's .... [1] business people who are out of the office a lot. It's light and compact, and will easily .... [2] your attaché case, handbag, or pocket. It .... [3] connect with all major international telephone networks. Batteries are .... [4].

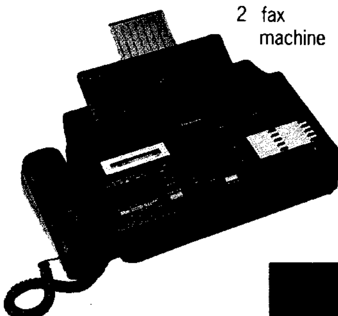
can	included	fit into	perfect for

2 Now listen and check your answers.

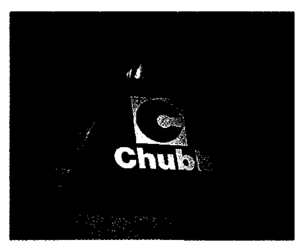
3 Match the sentences below with the correct products.



1 construction camera



2 fax machine



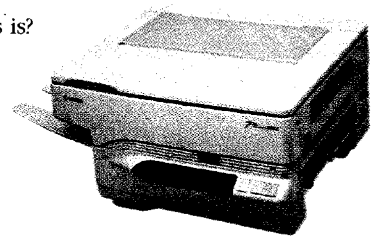
3 home security system

a It's ideal for a busy office.
b It's strong and waterproof.
c The system includes a powerful alarm.
d It's perfect for the security-conscious home owner.
e It's easy to operate with gloves on.
f It has a copier and an answering machine.
g It's designed for use on construction sites.
h You can lock the door and turn on the lights by phone.
i You can also use it as a telephone.
j You can focus it manually.

4 Now cover the sentences in 3. Tell your partner what you can remember about each product.

3 Asking about products

1 What do you think this is?



2 Match the questions below with the correct answers. The first one is done for you.

a What's it made of?
b Who's it designed for?
c How big is it?
d How much is it?
e What can it do?
f Does it have any special features?

1 It has a unique cartridge replacement system.
2 It's not much bigger than a briefcase.
3 It can make high-quality copies.
4 It's very inexpensive.
5 Small businesses are the main customers.
6 Plastic, mainly.

3 These questions (g – l) have a similar meaning to the questions (a – f) above. Match them. The first one is done for you.

g What size is it? *c How big is it?*
h What does it cost?
i What's special about it?
j Who's it made for?
k What's it for?
l What's it made from?

4 Pronunciation

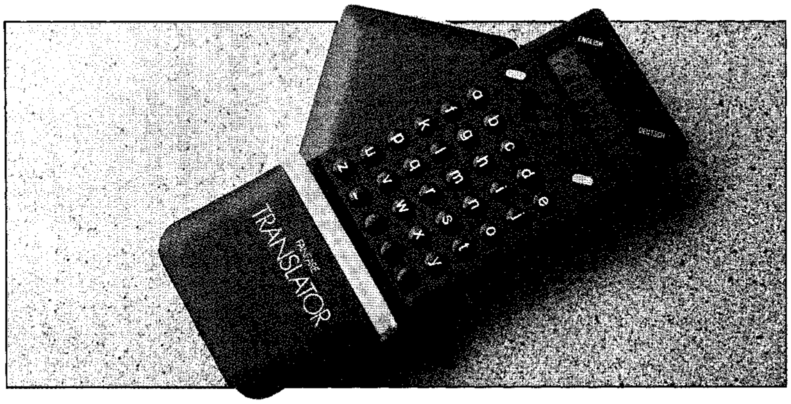
Some two-syllable words are stressed on the first syllable (e.g., <u>pro</u>duct), and others on the second syllable (e.g., des<u>cribe</u>).

1 Mark the stress on these words.
unique bargain include feature design value contain ideal easy perfect

2 Listen and check your answers.

3 With a partner, write some sentences using words from the list above. Read them to the rest of the class.

5 Second Listening



1 Listen to this presentation of a multilingual pocket translator. As you listen, check (✔) the right answer for each sentence.

a The pocket translator can translate .... from one language into another.
words ☐ sentences ☐

b .... business people buy the pocket translator.
Only ☐ Mainly ☐

c The pocket translator is .... a phrase book.
the same size as ☐ smaller than ☐

d The pocket translator contains .... words.
8,000 ☐ 80,000 ☐

e The pocket translator works in five languages: English, French, German, Italian, and ....
Danish ☐ Spanish ☐

f The retail price of the pocket translator is .... $50.
exactly ☐ about ☐

2 Write the question which goes with each sentence above, e.g.,

a The pocket translator can translate...from one language into another.
What can it do?

b ....

c ....

d ....

e ....

f ....

3 Listen again and check your answers.

6 Password

Student A: Use this page.
Student B: Turn to page 86.

In this game, one person chooses a product, and the other person has to guess what the product is by asking questions about it. You may ask only these six questions, but you may ask them in any order.

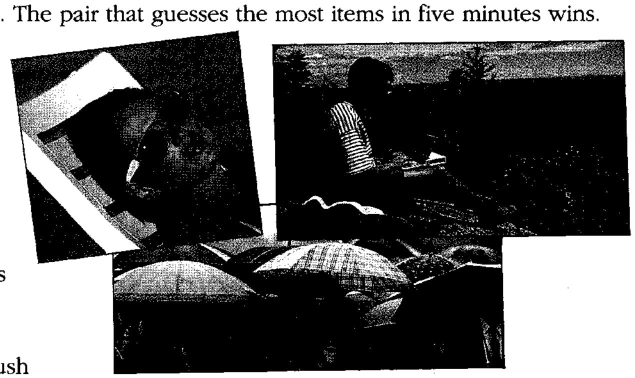
What's it made of?
Who's it designed for?
How much does it cost?
How big is it?
Where can you use it?
When can you use it?

Student A, choose one of the products from the list below, but don't tell Student B the name of the product. When you are ready, answer Student B's questions like this:

B: What's it made of?
A: Plastic, mainly.
B: How big is it?
A: Quite small. It can fit in your pocket.
B: Who's it designed for?
A: Anyone who likes listening to music.
B: A cassette tape?
A: No, but you can use it to play a cassette tape.
B: A walkman?
A: Yes.
B: Right. Now it's my turn...

Take turns choosing and guessing. Check (✔) each product after your partner guesses it correctly. The pair that guesses the most items in five minutes wins.

Products
a walkman
a bicycle
an umbrella
a refrigerator
an air conditioner
a laptop computer
a pair of sunglasses
a can of beer
a set of golf clubs
an electric toothbrush



7 Word File: advertisements

a *The software package was so user-friendly that even my sixty-five-year old mother learned how to use it in less than a day.*

b *This hearing aid is so compact, nobody needs to know you're wearing it.*

c ***Be the first on your block to own this state-of-the-art digital music system.***

d **This versatile personal organizer functions as a watch, diary, address book, and calculator.**

e **WESTERN CARPETS - GREAT SERVICE, UNBEATABLE PRICES!**

1 Find the words in the advertisements (a – e) which match the definitions (1 – 5). The first one is done for you.

1 small *b compact*
2 the cheapest on the market
3 modern
4 can do different things
5 easy to use

2 Which of the adjectives in the box below can you use in an advertisement for the following products:

a a car
b a hotel
c beer
d shoes

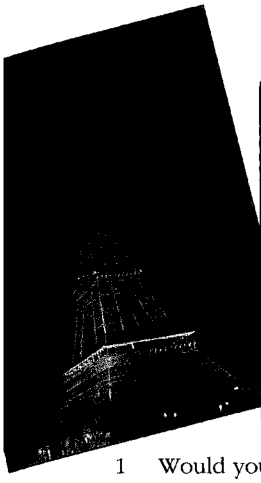
smart	powerful	comfortable	reliable	delicious	clean
waterproof	refreshing	centrally-located	safe		

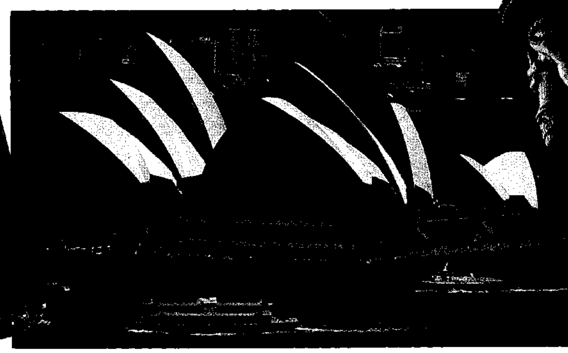
3 In pairs, think of some other products and make a list of adjectives to use in an advertisement for them. You can use words from the box or other words. Use your dictionary to help you.

4 Write some advertisements and read them to the rest of the class.

Culture File

Overseas assignments







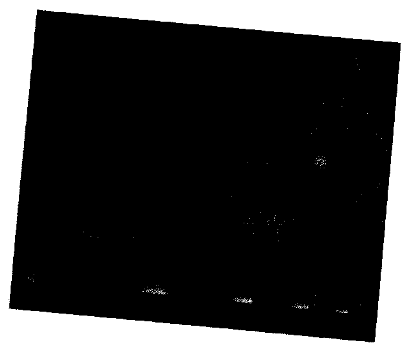
1 Would you like to work overseas? Why, or why not?

2 Read these statements. Check (✔) the ones you agree with.

a ☐ I would like the chance to live in a different culture.
b ☐ Companies pay people more for working overseas.
c ☐ People who work overseas are happier than people who work in their own country.
d ☐ Working overseas will help my career.
e ☐ People who work overseas have better living accommodation than their work associates who stay in their own country.
f ☐ Working overseas is more interesting than working in my country.

3 Now look at this chart. It shows the result of a survey of 1129 American business students. They looked at the statements (a-f) above. Do their answers surprise you?

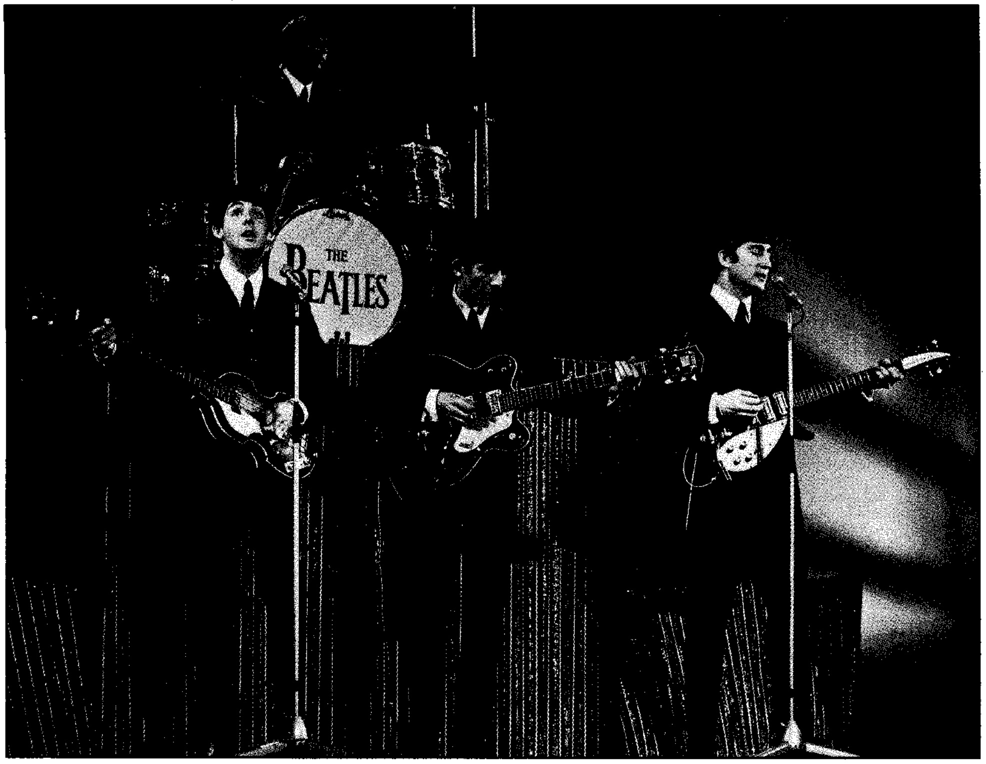
Agreed with statement a	590	(50%)
Agreed with statement b	295	(26%)
Agreed with statement c	79	(7%)
Agreed with statement d	229	(20%)
Agreed with statement e	178	(16%)
Agreed with statement f	438	(39%)



4 Do you think the results of a similar survey in your country would be different or the same? Why?

6

TALKING ABOUT DECISIONS



1 First Listening

1 Listen to a brief history of the American guitar manufacturer, Rickenbacker. Number these events in the correct order.

a During the seventies sales levelled off.
b F.C. Hall's son, John, took control.
c Rickenbacker won the President's Export Award.
d The Beatles began to play Rickenbacker guitars.

2 Listen again and write in the missing words.

a Hall modernized operations, and .... , sales increased.
b There was a great demand for Rickenbacker guitars, known as 'Ricks', ... a larger factory was built in 1964.
c During the seventies tastes changed, ... sales levelled off.
d .... John Hall improved efficiency, sales increased by 42%.

2 Word File: cause and effect

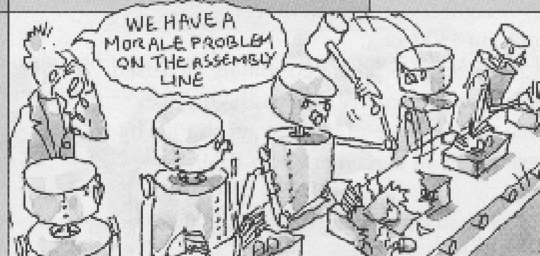
1 Look at these two statements. One is a cause, and one is an effect:

Cause	*Effect*
Hall modernized operations.	Sales increased.

We can connect these two statements like this:
Hall modernized operations, *so* sales increased.
Hall modernized operations and, *as a result*, sales increased.
Hall modernized operations *and* sales increased.
Because Hall modernized operations, sales increased.

2 Connect these statements about MultiElectronics in the same way:

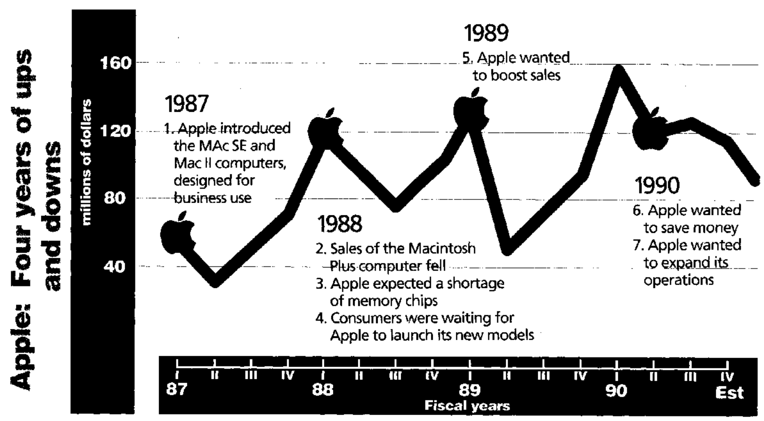
1. The C1 model was very successful.
2. Profits rose.
3. Multi purchased robots for the assembly line.
4. They laid off some workers.
5. Morale was very low.
6. The workers went on strike.
7. The C2 model wasn't popular.
8. They discontinued production of the C2.
9. The C3 model didn't sell.
10. They fired the design team.
11. The company went bankrupt.
12. The president disappeared.



3 Now ask and answer questions about MultiElectronics like this:
A: Why did profits rise?
B: Because the C1 model was very successful.

3 Decisions

1 With a partner, look at these events in the history of Apple Computer. Match each event with one of the results below. The first one is done for you.



Results

a ... Apple cut prices of all its products by up to 17%.
b ... they bought fewer current models.
c ... Apple cut 1500 jobs.
d ... the number of corporate customers increased. *1*
e ... Apple bought memory chips at high prices.
f ... Apple cut the price of the Macintosh Plus by $400.
g ... Apple made an agreement with IBM.

2 Now connect each event and result, using the linking words from the Word File, like this:
Apple introduced the Mac SE and Mac II computers and *as a result* the number of corporate customers increased.

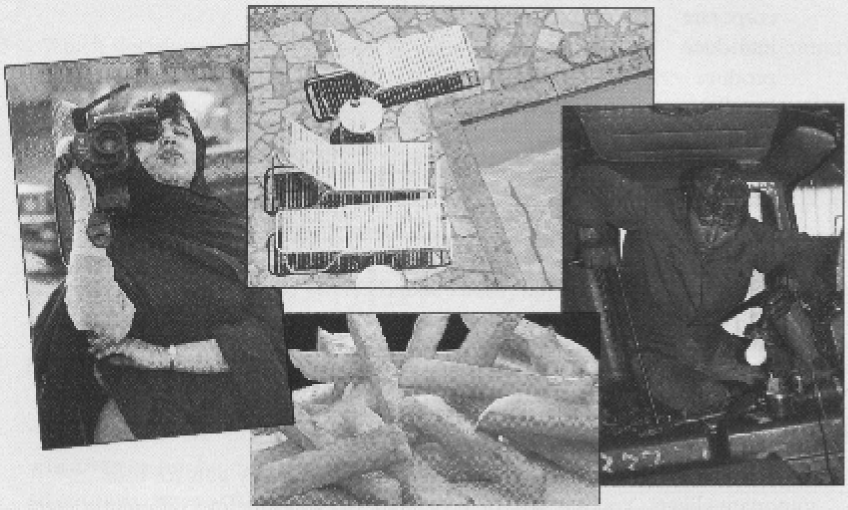
3 Now ask and answer questions about Apple like this:
A: Why did the number of corporate customers increase?
B: Because Apple introduced the Mac SE and the Mac II computers.

4 Think of an important event in the history of your company, or of an important decision you have made. Tell your partner about it. Remember to answer these questions:
Why did it happen? OR Why did you do it?
What were the results?

4 Second Listening

Some people are talking about business decisions they have made.

1 Listen. What kind of product or service are they talking about? Write the number of the speaker next to the correct picture.



2 Listen again and match each company (green) with the decision taken (blue) and the reason for taking it (yellow).

Company 2

2 customers are much more health-conscious now

1 demand for their product in South East Asia has been growing for the last five years

Company 1

D install a sports club

Company 3

C start manufacturing car engines in Hungary

3 they wanted to attract more young people

4 they think the market in Eastern Europe will grow rapidly

B start production in Malaysia

Company 4

A stop using animal fat to cook french fries and use top-quality vegetable oil instead

5 Pronunciation

1 Mark the stress on the following pairs of words. The first one is done for you.

in<u>form</u>	infor<u>ma</u>tion
operate	operation
corporate	corporation
introduce	introduction
produce	production
install	installation
explain	explanation

🎧 2 Compare your answers with a partner. Do you agree? Now listen and check your answers.

🎧 3 Listen again. Which of the vowel sounds in the pairs of words are different, e.g., inf**o**rm inf**o**rmation? And what do you notice about the position of the stress in all the words ending in *-tion*?

6 Who gets what?

You have been on a business trip. At the airport, you buy gifts for four important clients. You are late for your flight, so you buy four different things and wait to decide who gets what until you get home. These are your four clients and the four gifts you buy:

Clients	*Gifts*
Ms. Barbara Blue	a bottle of whiskey
Mr. Gordon Green	a box of 200 cigarettes
Mr. Robert Red	a bottle of perfume
Ms. Wendy White	a gold-plated pen

1 Now decide who gets what, using the following information:
The perfume is for women.
Both Robert Red and Wendy White are non-smokers.
Robert Red and Barbara Blue don't drink alcohol.
Wendy White is allergic to perfume.

2 Check with your partner. Do you agree on who gets what?

3 Explain to your partner how you decided, like this:
I didn't give the perfume to Gordon Green or Robert Red because it's for women. I didn't give it to Wendy White because she's allergic to perfume. So, I decided to ...

••••••••••••••• CULTURE FILE •••••••••••••••

Decision-making styles

1 Look at the article below about people making decisions and listen to the four people's comments.

2 Which of their comments do you agree or disagree with? Why?

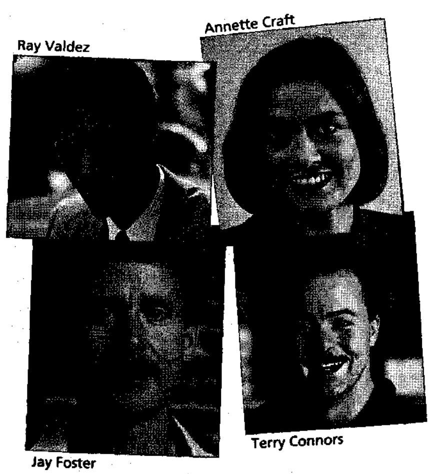
3 Which decision-making style is most common in your country? Are other countries different?

24

Managers and Workers –

Free to decide?

How do people make decisions at work? Does it depend on their position in the company? Do managers make decisions in the same way as workers? We spoke to some managers and workers and asked their opinions.



1 Annette Craft,
department store branch manager

In my opinion, a manager doesn't have to achieve a consensus to make a decision. After all, it's the manager's job to make decisions. Meetings and discussions just slow things down.

2 Ray Valdez,
software company project manager

I think it's very important to reach agreement before a decision is made. That means a lot of meetings, and votes on everything. It slows things down sometimes, but it's worth it.

3 Terry Connors,
auto plant worker

I work on the Saturn assembly line. We have daily meetings, and all the guys help to make decisions about production. I certainly prefer it to the old way of following orders – I feel more involved.

4 Jay Foster,
tire factory worker

Hey, I operate a molding machine, right? I just want to do my job, get paid, and get out of here. Why should working guys like me make decisions? That's what the manager's paid for.

7

DEALING WITH PROBLEMS



1 First Listening

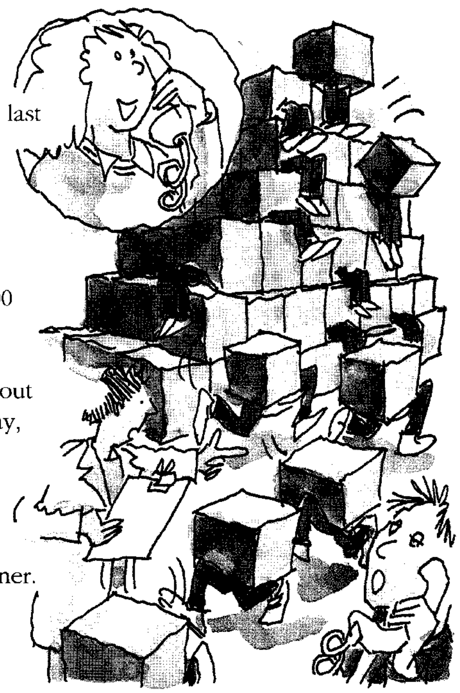
1 Listen. Check (✔) the correct complaint for each dialogue.

	Dialogue One	Dialogue Two
a The order hasn't arrived.	☐	☐
b You sent too many items.	☐	☐
c Some items are damaged.	☐	☐
d You didn't send enough items.	☐	☐
e You sent the wrong items.	☐	☐

2 Listen again. What do the speakers say? Check (✔) the phrases you hear.

	Dialogue One	Dialogue Two
a I'm very sorry about that.	☐	☐
b I have a complaint about...	☐	☐
c What's the problem?	☐	☐
d Ah, yes, it's our mistake.	☐	☐
e We'll take care of it right away.	☐	☐
f Could you give me a few details?	☐	☐

2 Making a complaint



1 Listen to the dialogue.

A: How can I help you?
B: I have a complaint about the last shipment.
A: What's the problem?
B: Well, we think you sent the wrong amount.
A: The wrong amount?
B: That's right. We ordered 2,000 items, but you sent us only 1,500.
A: I see. Well, I'm very sorry about that. I'll look into it right away, and get back to you.
B: Thank you. Goodbye.
A: Goodbye.

2 Practice the dialogue with a partner.

3 With your partner, have similar dialogues using the information below.

We think you sent the wrong amount.	We ordered 2,000 items, but you sent us 1,500.
The goods are damaged.	They weren't packed correctly.
You sent the wrong items.	We ordered the C1 model, but you sent the C2.
The order hasn't arrived.	You said it would arrive last week.
Some of the items are faulty.	Some parts are loose.
The items are the wrong size.	We ordered large, but you sent us medium.

4 Write down your own complaint, then have similar dialogues with a different partner.

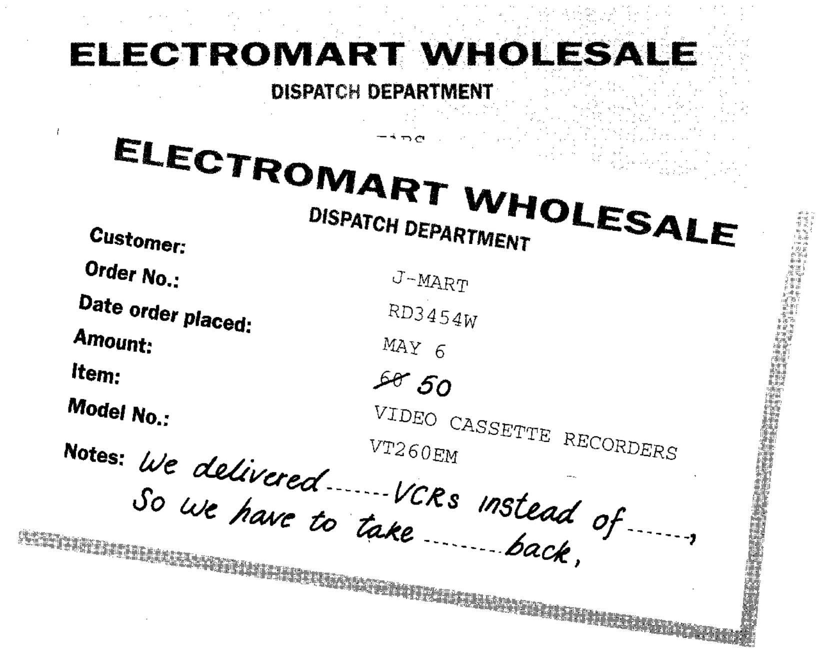
3 Dealing with a complaint

William Liang of ElectroMart Wholesale is responsible for dealing with customer complaints.

1 Read the dialogue and practice it with a partner.

A: Good morning, ElectroMart Wholesale. William Liang speaking.
B: Good morning. J-Mart here. I'm afraid I have a complaint about our last order.
A: I'm sorry to hear that. Could you give me the reference number?
B: Yes, it's RD3454W.
A: One moment please. Yes, according to our records, you placed the order on May 6. You ordered sixty Video Cassette Recorders, model number VT260EM.
B: No, it was 50 recorders. You sent us ten too many.
A: I see. Well, I'm very sorry about this. I'll look into it right away and get back to you, if that's OK.
B: Yes, that'll be fine. Thank you.

2 Now use the dialogue to complete the notes on the order form below.



ELECTROMART WHOLESALE
DISPATCH DEPARTMENT

ELECTROMART WHOLESALE
DISPATCH DEPARTMENT

Customer: J-MART
Order No.: RD3454W
Date order placed: MAY 6
Amount: ~~60~~ 50
Item: VIDEO CASSETTE RECORDERS
Model No.: VT260EM
Notes: We delivered ...... VCRs instead of ......,
So we have to take .... back,

3 Student A: Look at the information below.
Student B: Turn to page 87.

Now have similar dialogues, using the information below. In a and c, you are responsible for customer complaints at ElectroMart. You have to deal with Student B's complaints and correct the order forms. In b and d, you are the customer, and you have to complain to ElectroMart (Student B).

a

ELECTROMART WHOLESALE

DISPATCH DEPARTMENT

Customer:	SEARS
Order No.:	RF2354M
Date order placed:	5/8
Amount:	150
Item:	COLOR TV
Model No.:	158X6Y

Notes: ....

b You are calling from Allied Stores. On May 12 you ordered 100 Personal Stereos, Model Number QT-Y23U. You received the wrong amount; they sent you 150 instead of 100. Call ElectroMart and complain. The Order Number is RS4599J.

c

ELECTROMART WHOLESALE

DISPATCH DEPARTMENT

Customer:	DILLARD
Order No.:	RH7754K
Date order placed:	5/14
Amount:	100
Item:	DISHWASHER
Model No.:	CW-Z730

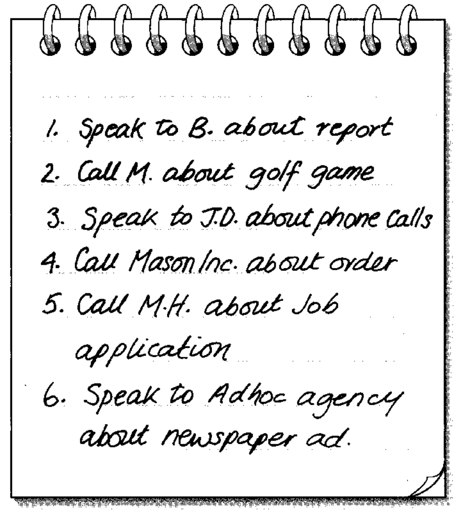
Notes: ....

d You are calling from J.C. Penney. On May 11 you ordered 125 Portable CD Players, Model Number MHC-P303. You are still waiting for the order to arrive. Call ElectroMart and complain. The Order Number is RT4843E.

4 When you have finished, compare your information carefully.

4 Second Listening

1 Look at Rob Norton's notes about people he has to talk to:



2 Listen to Rob speaking to six people and number the notes above in the correct order.

3 Listen to Rob again. Find the right response to Rob for each telephone call.

a Yes, sorry about that, Rob. There was a mix-up in accounts.
b Yes, I understand, Mr. Norton. It won't happen again.
c Yes, that would be just fine. Thank you, Mr. Norton.
d No problem. Have a good trip.
e I'll be there right away, Mr. Norton.
f All right. I think we can have something ready by Friday. Is that OK?

5 Pronunciation: apologizing

1 Listen to the same apology said in two different ways.
I'm extremely sorry.

Which one sounded more sincere? Why?

2 Listen to some more apologies and repeat them.

a I'm very sorry to hear that.
b Please accept our apologies.
c I don't understand how it happened.
d It won't happen again.
e I'll sort it out right away.
f You have my word.

3 Listen again, and mark the stress, e.g.,
I'm extremely sorry.

4 Here are some polite ways of responding to an apology. Listen and repeat.

a That's all right.
b No problem.
c Don't worry about it.

6 Good news, bad news

1 Look at these sentences giving good news. Practice them with a partner.

a Congratulations! The company is giving you a company car.
b Good news! The boss has invited the whole department to a meal in a steak restaurant.
c Congratulations! We're sending you to an important sales conference in France.
d Good news! The company is buying personal computers for all its employees to use.
e Congratulations! You've won two tickets for the football game next Friday.
f Good news! They're building new tennis courts at the sports club.
g Good news! The company is giving a bottle of whiskey to every employee to celebrate the new year.

2 Good news is not always as good as it seems! Look at the following dialogue.

A: Congratulations! The company is giving you a company car.
B: I'm afraid I don't drive.

Match the sentences (a - g) above with the replies (1 - 7) below. One is done for you.

1 I'm afraid I don't play; I've got a bad back.
2 I'm sorry, but I don't speak the language.
3 I'm sorry, but I'm a vegetarian.
4 I'm afraid I never drink alcohol.
5 I'm afraid I don't drive. *a*
6 I'm afraid I don't understand how they work; I've never used one.
7 I'm sorry, but I'm not really interested in sports.

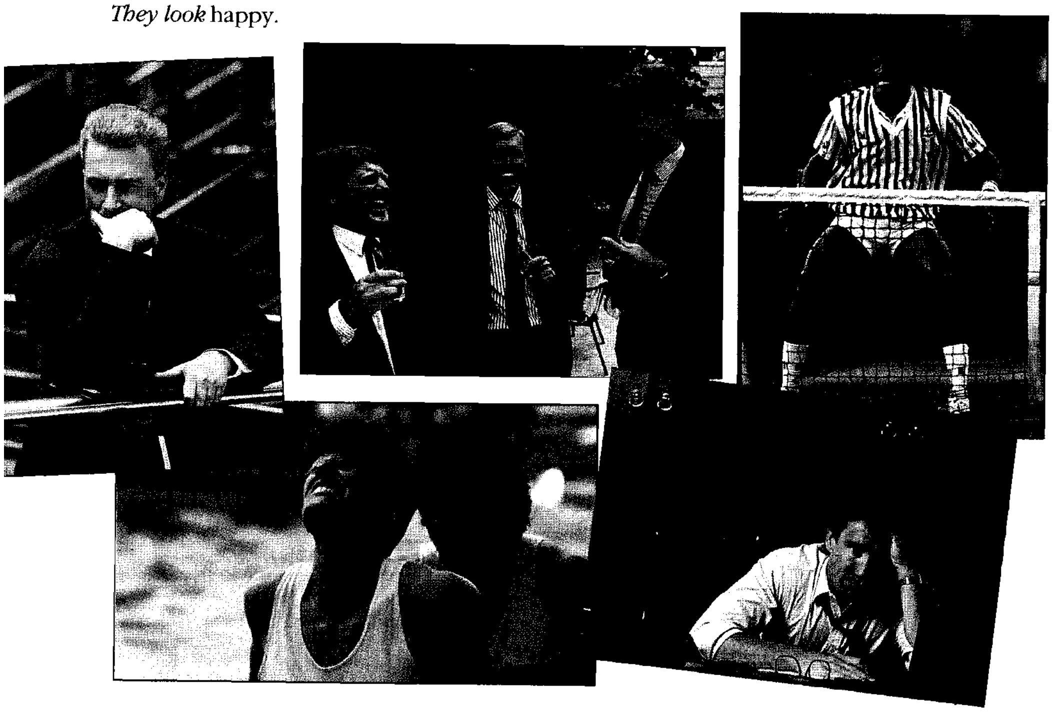
3 Now check your answers with a partner, by having dialogues like the one in 2 above.

4 In pairs write a few more dialogues using *Good news! / Congratulations!* and *I'm afraid... / I'm sorry, but...* . Read the first part of the dialogue to the rest of the class. Can they guess the second part?

.... CULTURE FILE ....

Feelings

1 Look at the photographs. Talk about them like this:
He looks angry.
They look happy.



2 Check (✔) the appropriate column below, then discuss with a partner.

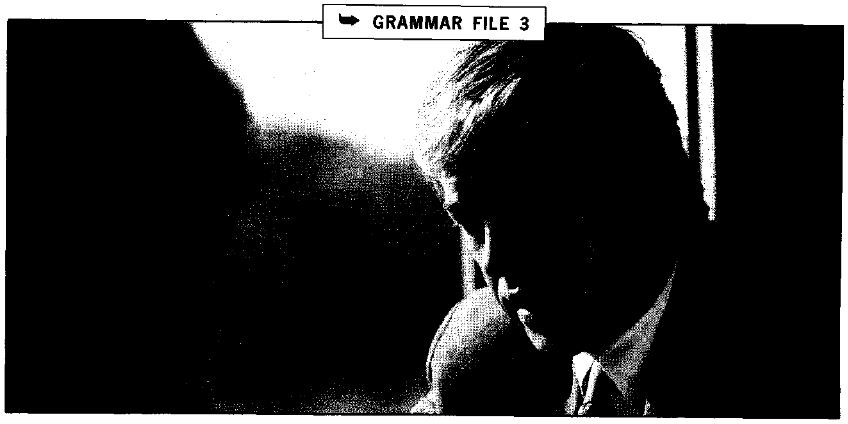
At the office, the average company employee in my country (1) often; (2) sometimes; (3) occasionally; (4) never ...

		1	*2*	*3*	*4*
a	shouts when angry	☐	☐	☐	☐
b	shows anger with gestures	☐	☐	☐	☐
c	uses bad language when angry	☐	☐	☐	☐
d	shouts and laughs loudly when happy	☐	☐	☐	☐
e	openly expresses worries in front of business associates	☐	☐	☐	☐
f	jokes around when relaxed	☐	☐	☐	☐
g	openly shows lack of interest during a meeting	☐	☐	☐	☐
h	discusses a personal problem with a business associate	☐	☐	☐	☐

3 Ask your teacher about his/her country.

CHECKING PROGRESS

➥ GRAMMAR FILE 3



1 First Listening

Giorgio Marinetti is Personnel Manager at Vega Software. He needs to recruit a new office manager.

1 Before you listen, match the statements (a, b, and c) with the pictures (1, 2, and 3).



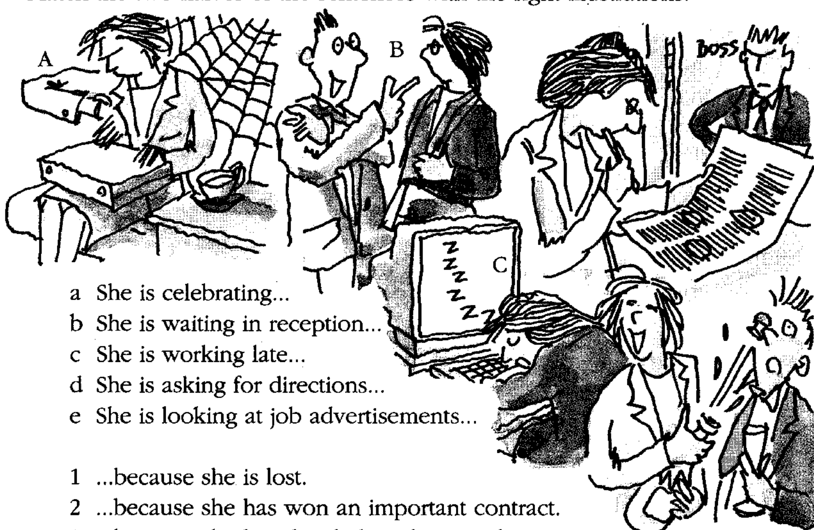
a The interview has just finished.
b The interview has not started yet.
c The interview is happening now.

2 The job applicants are Maria Torres, Julie O'Neill, and Donna Schwartz. As you listen, look at the pictures and decide who is who. Give reasons for your choice.

3 Listen again and complete the sentences.
We .... Miss Torres. She was a very good candidate, extremely confident. My assistant .... Ms. O'Neill, the second candidate right now. She seems very enthusiastic. We .... Ms. Schwartz yet, but her references are excellent.

2 Explaining why

Match the two halves of the sentences with the right illustrations.



a She is celebrating...
b She is waiting in reception...
c She is working late...
d She is asking for directions...
e She is looking at job advertisements...

1 ...because she is lost.
2 ...because she has won an important contract.
3 ...because she has decided to change jobs.
4 ...because she hasn't finished writing her monthly Sales Report yet.
5 ...because the person she is meeting hasn't arrived yet.

3 Checking on progress

At 9AM this morning Mary Hart's boss gave her a list of things to do.

THINGS TO DO TODAY

call Jack Williams in New York ✓called at 11:30

talk to Personnel about job applicants X call later

finish report on European market # doing now

1 It's 3PM now. Mary is speaking to her boss on the phone. Listen and then practice with a partner.

Boss: Have you called Jack Williams yet?
Mary: Yes, I have.
Boss: And have you talked to Personnel?
Mary: No, I haven't. Giorgio is still interviewing the job applicants.
Boss: What about the report? Have you finished it?
Mary: Not yet. I'm working on it now.

2 Student A: Use the information below.
Student B: Turn to page 88.

a Check whether your partner has done the things in the list below, by asking *Have you...?* questions, as in the dialogue in question 1. Mark the things that he or she has done (✓), those that he or she hasn't done yet (✗), and those he or she is doing now (#). When things on the list have *not* been done, write down the reason why.

go through the morning's mail
call the London office
check the spring sales figures
send a fax to Ms. Kinski in Los Angeles
give a copy of the new contract to Mr. Day
make arrangements for the weekly sales meeting

b Student B has also asked you to do a list of things. Now answer Student B's questions, using the information below.

THINGS TO DO TODAY

get some coffee from supplies	X they have run out
write a letter to Mr. Oda	#
buy a new light bulb for the corridor	✓
find Mr.Venturi's address	✓
finish the press release	#
speak to Jay Faber in accounts	X doing a computer course all this week

3 On a piece of paper, make a list of five or six things that you do during a day's work. Exchange lists with a partner and ask each other about what you have or haven't done today.

4 Find a new partner and exchange your first partners' lists. Ask each other about the lists, e.g.,

A: *Has he/she... ?*
B: *Yes, he/she has.* or *No, he/she hasn't.*

4 Second Listening

1 George Cohon is a senior executive of McDonald's Restaurants. In this extract from a 1991 interview, he is talking about the first McDonald's restaurant in Moscow. Are these statements true or false? If the statements are false, correct them.

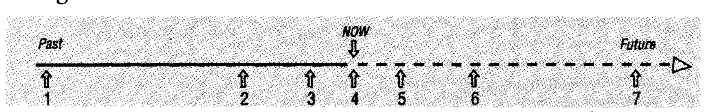


		True	False
a	The Moscow restaurant has been open for almost a year.	☐	☐
b	It has now served an estimated 20 million meals.	☐	☐
c	They've taken the fish fillet off the menu.	☐	☐
d	Prices have remained steady.	☐	☐
e	There have been occasional shortages of burgers and French fries.	☐	☐
f	Mr. Cohon is optimistic about the future.	☐	☐

2 In your opinion, is the international popularity of fast food restaurants a good or bad thing?

5 Word File: a time-line

There are many different ways of replying to a *Have you...?* question, when you want to say when you did (or are going to do) something. One way of showing this is with a 'time-line'.



Match the answers below with the numbered positions on the time-line. The first one is done for you.

When did you do it?

a I'm doing it now. *4*
b I'll do it soon.
c I did it recently.
d I did it a while ago.
e I'll do it later.
f I just did it.
g I'm just about to do it.

6 The recruitment process

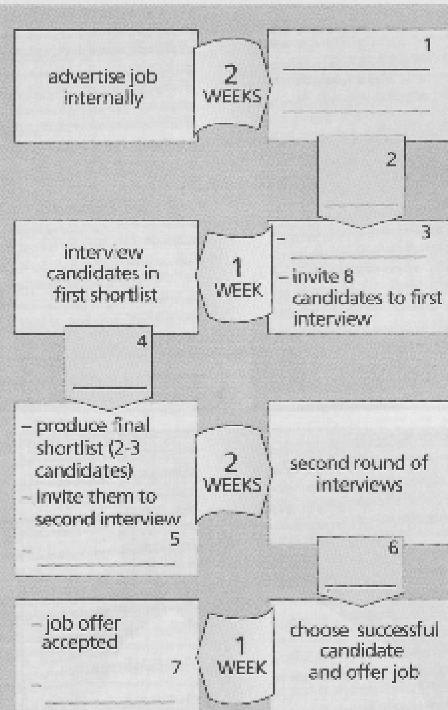
A British personnel Manager describes his company's recruitment procedure.

1 Complete the chart below, using the information in the text.

First, we advertise the job internally. The advertisement is on all the company noticeboards for two weeks. Then, we advertise the job in the national newspapers. Three weeks later, we produce our first shortlist, and invite eight candidates to a first interview. A week later, we interview the candidates in the first shortlist.

A week after the first interviews, we produce a final shortlist of two or three candidates and invite them to a second interview two weeks later. While the final candidates are waiting for their second interview, we check their references. Then we have the second round of interviews.

One week after the second interviews, we choose the successful candidate and offer him or her the job. If the successful candidate accepts the job (we allow them a week to decide), we then inform the unsuccessful candidates.



2 How long does the whole process take? (Check that your partner has the same answer.)

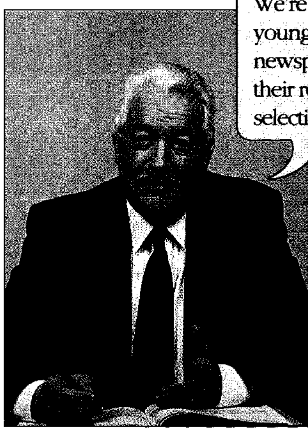
3 Work in pairs. Mark a point anywhere on the chart with an arrow (→) to show your place in the process. Do not let your partner see where your arrow is. Find out where your partner's arrow is by asking questions like this:

A: Have you produced a first shortlist?
B: No, we haven't.
A: Have you advertised the job in the national newspapers?
B: Yes, we have.
A: When did you advertise the job in the national newspapers?
B: One week ago.

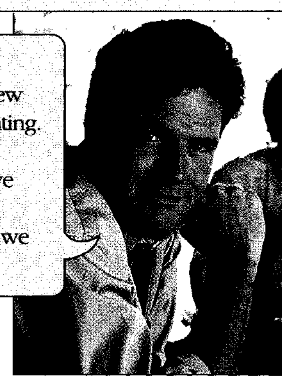
CULTURE FILE

Hiring personnel

1 Listen to these people talk about hiring procedures in their companies.



We're one of the largest construction companies in the States. We usually hire our younger staff straight from college, and we also advertise in magazines and newspapers. I guess our procedures are pretty typical. We ask people to send us their resumés, with references, of course, then a panel of interviewers meets a selection of applicants and makes a decision.



I work for an advertising agency in London. We're always looking for new people, and we do a lot of head-hunting. If we hear about someone who obviously has talent and ambition, we contact them and set up an informal meeting. If both sides are interested, we work out a deal.



I'm the president of a small plastics factory in Sydney, Australia. If I need people, I get my employees to ask around, and I advertise locally: at the employment office, in the local paper, and outside the factory. I don't care too much about their background: I prefer to give a person the job first, and then see how they get on. Kind of a trial period, I guess.



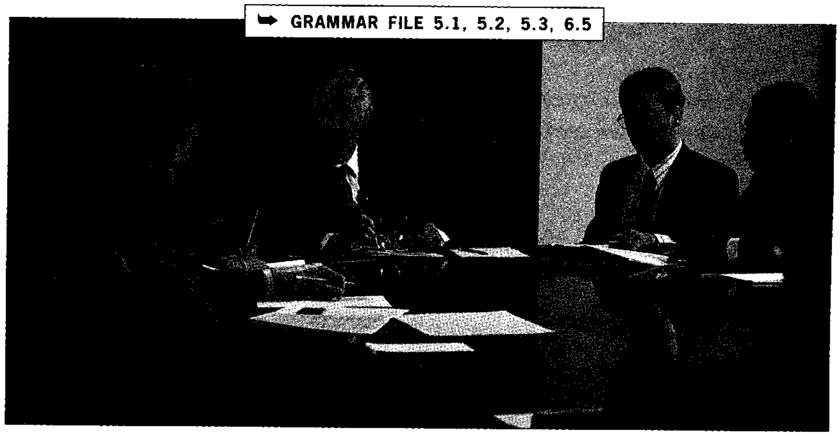
We have about 1,500 employees at Futura Computers France, and we use a number of tests to screen job applicants, including an IQ test and a multiple-choice personality test. We have done some research into handwriting analysis, but we don't use it at present. We believe that it's necessary to find out as much as possible about an applicant before making a decision to hire.

2 What happens in your company?

3 What other hiring procedures and interview techniques do you know? Which are most common in your country?

FUTURE PROSPECTS

➥ GRAMMAR FILE 5.1, 5.2, 5.3, 6.5



1 First Listening

Carl Borgaard, Product Manager of Miller Pharmaceuticals U.K., is briefing his team about their new product, the pain-relief drug Dolorex.

Here are some notes of Carl Borgaard's talk. Listen, and fill each gap with the correct word, using the letters in brackets to help you.

PROSPECTS FOR DOLOREX

BJ is generally ________[1]. **(tsmcpitioi)**

1 Trials showed most people will ________[2] **(frrpee)** Dolorex to other brands.

reasons: - pills are smaller
- pills taste better

2 Demand for pain-relief drugs will increase ________[3] **(ldytsiea)** over the next 5 years.

3 If the U.S. Food and Drug Administration ________[4] **(vprpoaes)** Dolorex, then we will be able to export to the U.S. and to many other overseas countries.

Possible problem:

At least 2 of our competitors will also ________[5] **(uachnl)** new pain-relief drugs in the next 3 years BUT Dolorex is cheaper, so BJ thinks we will have a big ________[6] **(tgndevaaa)** over our competitors.

2 Asking about future prospects

After his presentation, Carl Borgaard answers questions from his team.

A: Carl, what will happen if the U.S. Food and Drug Administration doesn't approve Dolorex?

B: If it doesn't approve Dolorex, we'll carry out more research.

A: And what will we do when our competitors launch their products?

B: When our competitors launch their products, we'll increase our advertising budget.

1 Practice the dialogue with a partner.

2 Match the first half of each sentence below (a - e) with the second half (1 - 5).

a When we launch Dolorex,...
b If our competitors cut their prices,...
c If the Americans decide to import Dolorex,...
d When next year's pharmaceutical exhibitions take place,...
e If the U.S. dollar is weak next year,...

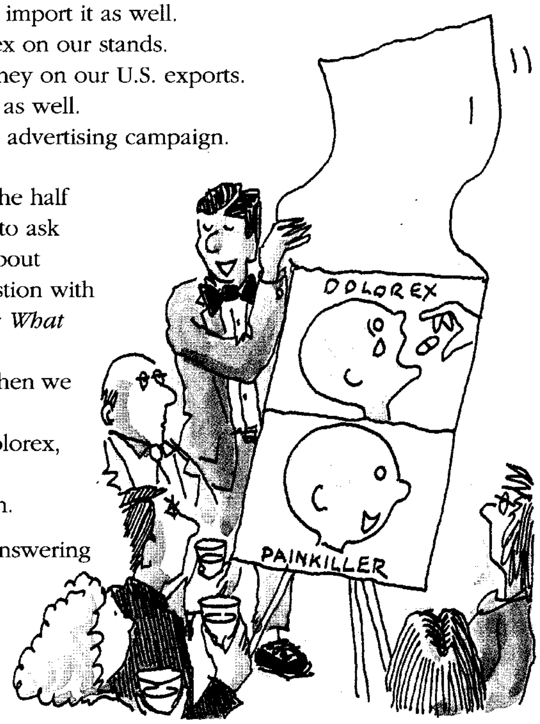
1 ...other countries will import it as well.
2 ...we'll exhibit Dolorex on our stands.
3 ...we'll make less money on our U.S. exports.
4 ...we'll cut our prices as well.
5 ...we'll organize a big advertising campaign.

3 With your partner, use the half sentences (a - e) above to ask and answer questions about Dolorex. Start each question with *What will happen ...?* or *What will we do ...?* e.g.,

A: *What will happen* when we launch Dolorex?

B: When we launch Dolorex, we'll organize a big advertising campaign.

Take turns asking and answering the questions.



3 Word File: How sure are you?

When we talk about the future, we can use the words in the box below to be more precise.

I'm sure	probably	may	definitely	I'm convinced	might
it's likely that	certainly	perhaps	maybe	could	I'm certain

1 Complete the table below, using the words from the box.

sure	*almost sure*	*not sure*
I'm sure	probably	may

2 The words from the box can be added to a simple prediction (e.g., *Profits will rise next year*) like this:

a *I'm sure* profits will rise next year.
b Profits will *probably* rise next year.
c Profits *may* rise next year.

In pairs, write similar sentences, using the other words and phrases in the box. Decide whether the word order is the same as in example a, b, or c.

3 Compare your answers with other pairs of students. Are there any differences?

4 The words from the box can be added to a prediction with *not* (e.g., *Salaries won't increase a lot next year*) like this:

d *I'm sure* salaries won't increase a lot next year.
e Salaries *probably* won't increase a lot next year.
f Salaries *may* not increase a lot next year.

In pairs, write similar sentences, using the other words and phrases in the box, as you did in 2. Decide whether the word order is the same as in example d, e, or f. What differences do you notice between 3.2 and 3.4?

4 Pronunciation

The future form *will* is often contracted as *'ll*.

1 Listen and repeat

I'll you'll he'll she'll it'll we'll they'll

2 Listen. Check (✔) the sentences where you hear the contracted *'ll* form.

a I / I'll arrive on the 11 o'clock flight.
b We / we'll end the meeting just after lunch.
c I / I'll expect the delivery next week.
d We / we'll arrange transportation from the airport for all overseas visitors.
e You / you'll have to ask at Reception.
f They / they'll finish their report on Thursday.

3 Check your answers with a partner.

4 Now listen again, and repeat.

5 New business ideas

1 Work with a partner. You want to invest in a new business venture. Consider the ideas below. Take turns telling each other why you think they will or won't be a success, e.g.,

Quick Pics probably won't be a success because it's too expensive.

company	*product or service*	*comments*
Quick Pics	5 minute picture processing	costs twice as much as normal processing
Foodmart Supplies Inc.	small-town supermarket	no other supermarket in town
Polar Holidays	cruises to the North and South Poles	only operates during the Arctic / Antarctic summers
Edible Cups	disposable cups you can eat	start-up costs are high
Rent-a-Star Associates	provides film stars etc., to appear at parties/receptions	The owner's last business went bust
Bicycle Alarms	burglar alarms for bicycles	cheap to manufacture and easy to install

2 Tell the rest of the class what you think.

6 Second Listening

Members of the Research and Development (R & D) Department of a large electronics company are discussing the prospects for a new product, a video telephone.

1 Are these statements true or false? If they are false, correct them. Listen.

a Hiroshi is very optimistic about video phones.
b Hiroshi thinks video phones will replace business meetings.
c Maria disagrees with Hiroshi.
d Maria is sure that every home will have a video phone in twenty years.
e Roberto thinks video phones will stay too expensive.

2 Listen again. Who do you think is right? Why?

7 In twenty years

1 Think how the world has changed over the past twenty years. Look at these predictions about the next twenty years. Decide how probable each one is. In twenty years ...

In your country

a Every home will have a video phone.
b Most people will have a palmtop computer.
c Air fares will drop.
d The working week will get shorter.
e The standard of living will rise sharply.
f Many more people will work from home.

In the world

g The tropical rain forests will disappear.
h There will be a single world currency.
i The average time it takes to travel by air will halve.
j Trade friction problems will increase between countries.
k The poorer countries will get richer.
l Many environmental problems will disappear.

2 Discuss your opinions with your partner. If you can, give a reason for your answer, e.g.,

A: Do you think most homes will have a video phone?
B: I think they might all have a video phone. What do you think?
A: No, I don't think they will.
B: Why?
A: Because they'll be too expensive.

8 Wall Street

1 You and your partner work for a securities company. A client has asked you to invest $1,000 for them on the stock market. Look at the investment opportunities below and decide which companies your client should invest in. Bear in mind that the economy is entering a recession, and probably won't improve for a few years. Write the number of shares you think they should buy in the right-hand column. Your client must invest in two or more companies.

company	*details*	*share*	*your investment*
HI Stores, Boston	rapidly growing chain of do-it-yourself stores selling tools, decorating materials, etc.	$10	
MK Travel, Detroit	large chain of travel agents specializing in European vacations	$20	
Dolman Can, Cincinnati	large factory producing canned fruit and vegetables – recently purchased new factory equipment	$25	
Horizon Construction Inc., Atlanta	specializes in large-scale building projects in the U.S., e.g., apartment and office buildings, hotels	$30	
Evans, Birmingham	sports clothes manufacturer – reputation for quality at reasonable prices	$15	

2 Before you invest the money, you have to present your ideas to your client. Imagine the class is a meeting of your client's board of directors. Tell the class which companies you have decided to invest in, how much, and why.

3 It is now a year later. Turn to page 89 and calculate how much money you have made or lost. Who gave the best advice?

4 The list below includes some of the world's best-known companies. With a partner, decide which ones you would invest in and why. Take turns to talk about their future prospects.

Coca-Cola	IBM	Nestlé	Shell
Fujitsu	Mitsubishi	Philips	Sony

5 Compare your ideas with other pairs of students.

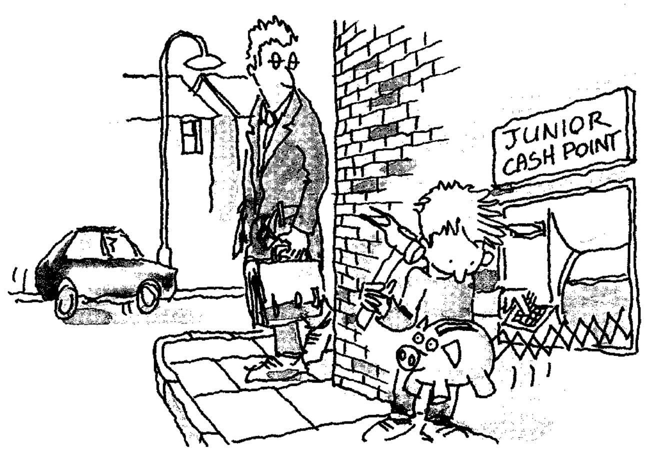
CULTURE FILE

Money, money, money

1 Is this the way people behave in your country? For each statement check (✔) the appropriate box for your country, then discuss with a partner.

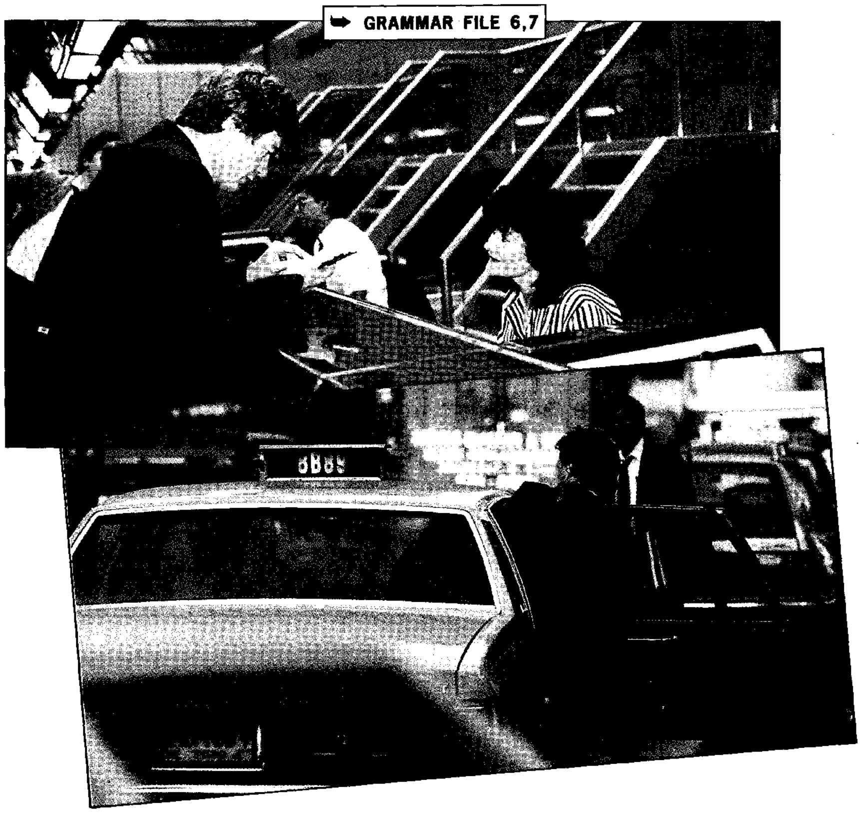
	True	False
a Friends and business associates often talk about their salaries, savings, and investments.	☐	☐
b Gambling is common.	☐	☐
c Most company employees receive a bonus once or twice a year.	☐	☐
d Many people use credit cards.	☐	☐
e Most credit card holders have more than one card.	☐	☐
f The average person likes to save for the future.	☐	☐
g Most people have one or more bank accounts.	☐	☐
h People often pay by check for goods and services.	☐	☐
i It is acceptable to overcharge your bank account.	☐	☐
j The average person invests on the stock market.	☐	☐

2 Now ask your teacher about his /her country.



REGULATIONS AND ADVICE

➡ GRAMMAR FILE 6,7



1 First Listening

1 Listen to two British business people, Ellen and John, talking about John's business trip to the United States. Check (✔) the correct box.

Check in by	☐ 9:00 AM	☐ 9:00 PM	☐ 5:00 AM
Arrive Kennedy at	☐ 9:10 PM	☐ 1:00 PM	☐ 1:10 PM
Get to hotel by	☐ taxi	☐ bus	☐ limo
Dinner at	☐ 8:00 PM	☐ 8:15 PM	☐ 8:30 PM

2 Listen again and write in the missing words.

a What time do I .... check in at Heathrow?
b You .... worry about getting to your hotel.
c I think you .... give Bill a call from the airport.
d No, you .... walk.

2 Word File: regulations and advice

1 Match the sentences in green boxes with the sentences in blue boxes that have the same meaning.

1 You ***have to*** do it.

b It's not necessary for you to do it.

d It's not possible for you to do it. You're not allowed to do it.

5 You ***can't*** do it.

3 You ***should*** do it.

a It's a bad idea for you to do it.

e It's a good idea for you to do it.

2 You ***don't have to*** do it.

4 You ***shouldn't*** do it.

c It's necessary for you to do it.

2 Use the words in *italics* from the exercise above to complete the sentences. The first one is done for you.

a You .... smoke during take-off and landing.

b You .... check in at least one hour before the flight departure time.

c You .... pay for drinks on the flight – they're free.

d If your ears hurt when the plane is landing, you .... chew gum.

e You .... board the plane without a valid ticket and passport.

f You .... drink too much alcohol during a long flight.

g If you have no baggage, you .... check in here – go straight to the departure lounge.



3 Tips for travelers

1 Work with a partner and complete the sentences below, using these expressions: *have to* *don't have to* *should* *shouldn't* *can't*

a You .... keep a separate record of all your important documents when you go on an overseas trip.

b You .... show your passport when you change traveler's checks.

c You .... be able to speak a few words of the language of any country you visit.

d If you only take two bottles of spirits into Japan, you .... pay duty.

e You .... carry a lot of cash with you when you travel.

f If you want to take more than 200 cigarettes into the U.K., you .... pay duty.

g You .... bring illegal drugs through customs.

h You .... fly without travel insurance.

2 Take turns asking and answering about the information above like this:

A: Can you ..... ? Do you have to ..... ? Should you ...... ?

B: Yes, you can./No, you can't. Yes, you do./No, you don't.
Yes, you should./No, you shouldn't.

4 A planning meeting

1 Listen to Allan and Bill, two executives of a small electronics company, talking about their plans for next year.

A: So what about next year? What should we do?

B: Well, I think we should increase our research spending.

A: OK, but I think we also have to buy some new factory equipment. Our present equipment is really out-of-date.

B: Yes, and we really should move to a larger plant. We need more space.

A: I agree, but we can't do that yet; we don't have the money right now.

B: I guess not. Uh, there's one more thing – we have to buy some new office furniture. My chair is killing me!

A: I think we can afford that, Bill. Anything else?

B: Yes. We should give ourselves an enormous raise!

2 Now practice the dialogue with a partner.

3 What advice can you give to your company and your department/section? What should they do next year? Discuss your ideas in groups.

5 Second Listening

1 You are going to hear a presentation by a representative of Volvo Motors. Before you listen, use these words and phrases to complete the sentences below. The first one is done for you.

global warming
desertification
environmentally friendly
carbon monoxide (CO)
carbon dioxide (CO^2)
alternative fuels
freon



a *Carbon monoxide* is a poisonous gas which comes from motor vehicles.
b When some fuels are burned, they release ....
....
c .... don't give off harmful gases when they are used.
d Products which are ....
don't damage the environment.
e The rise in world temperature caused by gases from cars and factories is called ....
f ....,.......... is a gas used in the manufacturing of plastics.
g .... is making large areas of North Africa difficult to live in.

2 Listen. Are these statements true or false? If they are false, correct them.
a Volvo tries to make products that are environmentally friendly.
b The catalytic converter was introduced on Volvo vehicles in 1984.
c Volvo can't reduce the amount of freon it uses.
d The speaker says there must be international standards to protect the environment.
e The speaker is very pessimistic about the future of the environment.

3 Work in pairs or small groups. In what other ways can we be more environmentally friendly? Make notes about your suggestions and report back to the rest of the class.

6 Company regulations

1 Match the company regulations with the jobs they refer to. The first one is done for you.

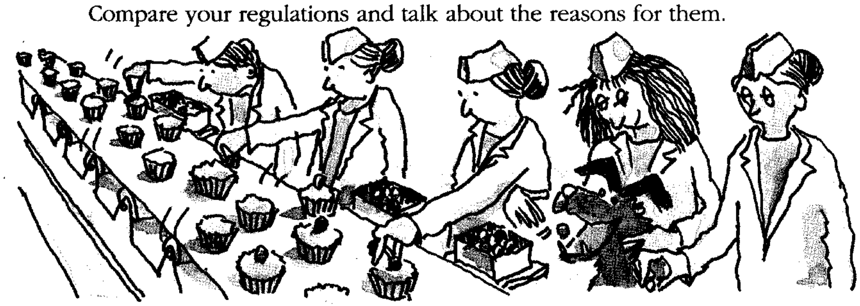
a If you work on the screen for more than an hour, you should take a break.
b You must wash your hands before handling food.
c You shouldn't discuss your clients' affairs with anyone else.
d You must wear a hard hat at all times.
e You must not drink alcohol for 48 hours before you go on duty.
f Before cashing large checks, you must always check the customer's account.

1 construction worker
2 bank employee
3 computer operator *a*
4 lawyer
5 cook
6 airline pilot

2 You and your partner are the owners of a large company. Decide what kind of company it is (bank, auto manufacturer, hotel chain, fast food chain, etc.). Then make a list of company regulations like a - f above. Think about some of the following:

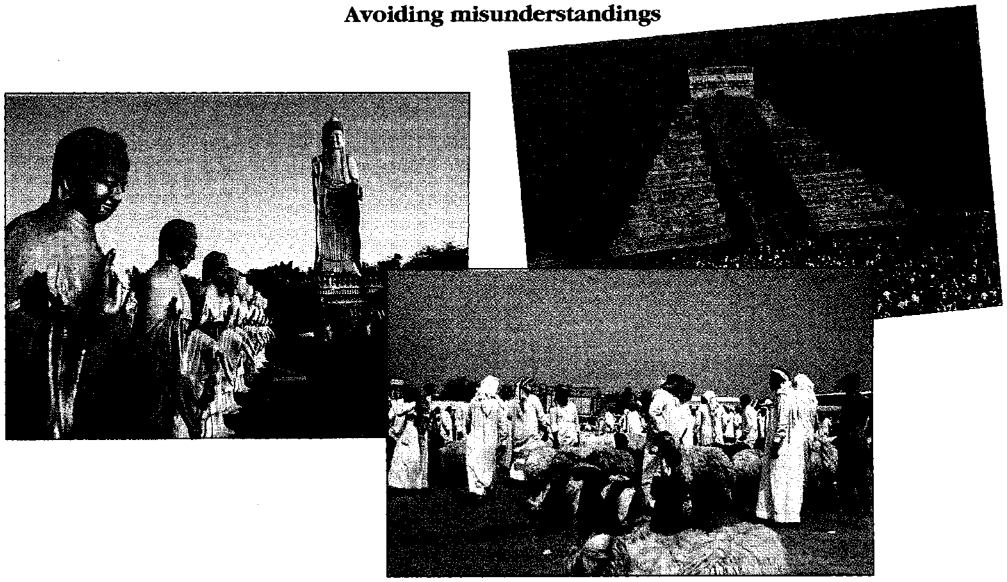
working hours	clothing/uniform	working away from home
overtime	extra duties	environmental issues
business trips	smoking	overseas assignments
foreign languages	food and drink	entertaining clients
vacations	your own ideas	

3 Get together with another pair. Read them your company regulations, but don't tell them what kind of company you are. Can they guess what kind of company you are from the company regulations you have written? Compare your regulations and talk about the reasons for them.



CULTURE FILE

Avoiding misunderstandings



1 Work with a partner, and try to match the advice with the correct country. When you have finished, check the answer key on page 111.

Countries
Saudi Arabia
Mexico
Taiwan

a You shouldn't point the sole of your shoe at anyone; it's extremely rude.
b Don't give generous gifts; you will embarrass the recipient.
c You are expected to show an interest in your host's family.
d Don't express admiration for a person's possessions; he will have to give them to you.
e Don't discuss your host's wife and daughters or your own.
f You should never talk about business over lunch with a client.
g When giving things, you should use both hands.
h You don't have to arrive exactly on time for a business appointment.

2 What are the similarities and differences between the three countries above and your own country? If you are from one of the three countries above, do you agree with the information?

3 What advice would you give a person visiting your country on business? With a partner, make a list.

11

MEETINGS AND DISCUSSIONS



1 First Listening

Robert O'Donovan is with the Australian Commerce and Industry Office in Taipei. He is talking to Hai Wu of Far Eastern Department Stores about an Australian product fair at Far Eastern's Taipei store.

1 Listen and check (✔) the topics they talk about.

- advertising ☐
- fashion ☐
- food and drink ☐
- vacations ☐
- toys and games ☐
- live music ☐

2 Listen again and complete the sentences.

a OK, ... we start, Mr. O'Donovan?
b Well, I guess first on the .... is advertising.
c That sounds ....
d How do you .... about that?

2 Beginning a discussion

1 Listen to the dialogue.

A: OK, shall we start?

B: Good idea. First of all, I'd like to discuss the order of events. Is that OK with you?

A: Fine. Then we can talk about the press release.

B: Sounds fine.



2 Practice the dialogue with a partner.

3 With your partner, have similar dialogues about the agenda items below.

a order of events, press release
b newspaper ads, TV promotion
c fashion show, food and drink displays
d opening ceremony, free offers

3 Continuing a discussion

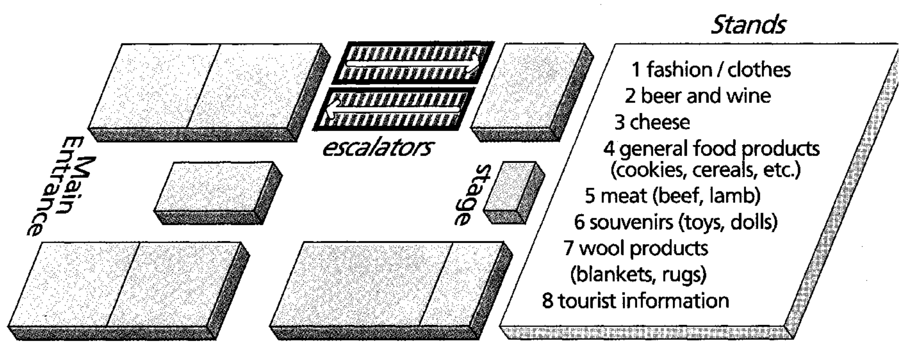
Match the expressions on the left with the expressions on the right that have the same meaning. The first one is done for you.

a I think we should... → 6
b What do you think about this?
c How about...?
d Good idea.
e I'm not sure about that.
f I'm afraid I have to disagree with that.
g I'm afraid I'm not sure what you mean.

1 I suggest...
2 I need more time to think about that.
3 I'm sorry, I don't quite follow you.
4 What's your opinion on this?
5 I'm sorry, but I can't agree with that.
6 In my opinion, we should...
7 I agree.

4 Discussing a plan

1 You work for Far Eastern Department Stores. You are organizing the Australian Trade Fair. There are eight stands, and eight products. You have to decide which stand to display each product on. Look at the plan below. Write the number of each product on a stand.



2 Compare your completed plan with a partner. Discuss your plans together, and make any necessary changes. If you do not agree, explain why you made your original choice, e.g.,

A: Where do you think we should put the *fashion* stand?
B: I think we should put the *fashion* stand *here/next to* ... */near* ...
A: I'm afraid I disagree. I think it should be *nearer to* ..., because ...

5 Ending a discussion

1 Complete the dialogue, using the words from the box below.

A: Well, I think that's .... 1. Is that it for today?
B: Sure. Could we .... 2 a date for our next meeting?
A: Good idea. .... 3 about next Tuesday at 10 AM?
B: Let's see. Yes, that'd be .... 4.
A: So, I'll see you next Tuesday.
B: All right. Bye.
A: Bye.

arrange	fine	everything	How

2 Listen and check your answers.

3 Now practice the dialogue with a partner.

6 Second Listening

Unity Bank & Trust, a small bank in the United States, is holding a meeting.

1 Listen. What is the main reason for the meeting: a, b, or c?
   a To discuss the bank's present financial situation.
   b To find new ideas to improve business.
   c To find ways to save money.

2 During the meeting, each person gives an opinion and then makes a practical suggestion. Listen again. Match the opinions (on the left) and the suggestions (on the right) with the name of the person who made them.

CAROL	PETE	ALICE	HARRY

opinions	*suggestions*
a Improve incentives for bank employees to make them more motivated.	1 Cold call potential customers at their homes and offices.
b Improve service and increase customer satisfaction.	2 Introduce bonuses, profit-sharing, and investment plans.
c Improve incentives for customers to make them more loyal to the bank.	3 Mail monthly statements within two days of the end of the month, without fail.
d Attract new customers and increase market share.	4 Give customers a free gift when they visit the bank.

3 Now use these opinions and suggestions to have dialogues like this:
   A: I think the bank should improve incentives for employees to make them more motivated.
   B: Can you give me an example?
   A: Well, we have to introduce bonuses, profit-sharing, and investment plans.

   Use these expressions to help you:
   What exactly do you mean?
   How do you mean?
   Can you give me an example?
   How do you suggest we do that?

4 Which do you think are the best and worst ideas? Why? Would these ideas work in your country?

7 Case studies

1 In small groups, study the information below. When you are sure that you understand it, discuss which option you should follow.

Case Study 1

You are managers of a safe company. Your products are selling well, and you have enough capital to expand your business. Your safes use electronic locks supplied by another manufacturer.

What should you do?

Option A: Don't take chances. Keep to what you know, and put your profits in the bank.

Option B: Purchase a small lock manufacturer and equip some of your safes with the locks. See if this is a workable idea.

Option C: Find a major lock manufacturer who can supply all your needs, and take it over.

Case Study 2

You are managers of a conglomerate. One of your operations, a small ice cream company, has become one of the country's largest ice cream chains and is making big profits; however, you are a little worried that the market for ice cream may be levelling off. You have plenty of spare money from your ice cream operation.

What should you do?

Option A: Use the money to expand capacity in one of your other companies that has a small share of a fast-growing market.

Option B: The ice cream operation is doing really well, so use the money to sell more ice cream.

Option C: Use the money to improve the performance of one of your companies that is not doing so well.

2 Now take a vote on each situation, then check the suggested solutions on page 89. Do you agree with them?

CULTURE FILE

Smoking



1 Is smoking allowed in your company?

2 Look at these people's opinions.

A: In my company, each office votes on whether or not to allow smoking. I'm a non-smoker, but I work in an office with five other people who all smoke. The company rules say that even if one person votes against smoking, smoking must be prohibited. But I didn't want to vote against, as I'm the only non-smoker. Sometimes there is so much smoke in the office even the smokers don't like it. I think they should ban it completely: the smokers would benefit just as much as the non-smokers.

B: I'm a smoker, but the company I work for has a strict no-smoking policy. Smoking is prohibited everywhere in the building. When I want to smoke, I have to go outside. It's OK in summer, but in winter it's often really cold outside. I understand that they don't want to allow smoking in the offices, but I think the company should have a special room for smokers. Smokers have rights too!

Do you agree or disagree with the speakers? Why?

3 Look at this table and discuss it with your partner. Do any of the results surprise you?

Average annual consumption of cigarettes per head, 1989

Greece	Japan	United States	South Korea	Australia	France	Italy
2,792	2,547	2,147	2,129	2,089	1,701	1,698

SOURCE: *The Economist Pocket World in Figures* (Economist Books, 1993); p.76.

12

REVIEW AND SAYING THANK YOU



1 First Listening

1 Listen to sentences 1-8 and decide what each person is doing. Write the correct number next to each activity (a-h). The first one is done for you.

a ending a conversation
b making an appointment
c asking about rules and regulations *1*
d discussing future prospects
e leaving a phone message
f describing a graph
g checking on progress
h making a complaint

2 Now listen again. This time, choose a reply to each sentence from the list below. Write the correct number next to each reply. The first one is done for you.

a Sure. It was nice speaking to you.
b Of course. I'll give him your message as soon as he gets back.
c OK. Then how about the morning?
d How does that compare with last year?
e Not yet. I'm working on it right now.
f I'm sorry to hear that. Can you give me some details?
g I'm sorry. I'm afraid it's not allowed here. *1*
h Well, I think they might.

2 Sentence review

How good is your memory? Fill the spaces in the conversations using one of the alternatives from the list below. Try to answer without looking back at earlier units.

A: Well, it was great to see you again, Martha.
B: Yes. And we should .... [1] again soon.
A: Good idea. .... [2] dinner next week?
B: That would be great. .... [3] me a call at the office, and we'll arrange a time.
A: Fine. .... [4] excuse me? I have to make an urgent call.
B: Sure. I'll see you next week, Jim.

[1] meet / see	[3] Make / Give
[2] How is / How about	[4] Would you / May I

A: Good morning. .... [5] Frank Hahn from Siemens. Can I speak to Mr. Casey, please?
B: I'm afraid he's not in right now.
A: Do you know when .... [6] ?
B: Later this afternoon. Can I .... [7] a message?
A: Yes, ... [8] him I called and that I'll call again tomorrow morning.
B: Certainly, Mr. Hahn. I'll .... [9] he gets that message.

[5] I am / This is	[8] tell / say to
[6] he returns / he'll be back	[9] promise / make sure
[7] write / take	

A: Good morning. This is Al Becker of Liqormart Supplies. I'm afraid I have a complaint .... [10] our last order.
B: I'm .... [11] to hear that. What's the problem?
A: We think you sent the .... [12] amount. We .... [13] 500 cases of beer but you sent us 900.
B: Well, I'm very sorry about this. I'll look into it right away and .... [14] , if that's OK.
A: Fine. I'll expect to hear from you soon.

[10] of / about	[13] ordered / commanded
[11] apologize / sorry	[14] get you back / get back to you
[12] false / wrong	

3 Proposing a toast

1 John Cooper is making a speech to his staff at the company's end-of-year dinner. Put the different parts of his speech below in the right order. The first one is done for you.

a Oh, and not forgetting the catering staff, too! You all helped to make it a great year.
b We've had a very good year, and I'd like to thank everyone who has helped:
c Now, I'd like to propose a toast.
d Well, everyone, it's been a very enjoyable evening, and before we leave, I want to say a few words. *1*
e To next year!
f the R & D section, the designers, the sales staff.

2 Now listen to John Cooper's speech and check your answers.

4 A short speech

1 In pairs or groups, prepare a short speech of about five sentences, suitable for an end-of-course party. Follow these stages:

Get everyone's attention
▼
Talk about the course
▼
Thank your teacher and the other staff
▼
Propose a toast

2 Choose one person from your group to make the speech to the rest of the class.

3 Now give more speeches for these situations:
a You are in a restaurant, celebrating the signing of a new contract.
b You are at a bar to celebrate the promotion of a colleague, Terry Henning.
c You are at a company reception. You want to thank a retiring colleague, Jane Garcia, for her twenty years' service.

5 Second Listening

1 Two people meet at a computer trade fair. Listen to the dialogue. Decide whether these statements are true (T) or false (F).

- a Herbert Berry's company is involved in storing pictures on computer disks.
- b Each disk can only store a few pictures.
- c Using computer-generated images costs about the same as going to a picture library.
- d Herbert thinks the quality of computer-generated images is as good as ordinary pictures.
- e Herbert believes that traditional photographers will find it harder to make a living in the future.
- f Roger is a photographer.

2 Listen again and fill in the missing words.

Herbert: If you need a picture for a brochure or magazine, you can choose from several thousand stored on a single disk.

Roger: A single disk? .... ! [1]

Herbert: Of course, we have to own the copyright for any pictures we include on the disk.

Roger: .... [2]

Herbert: It's a lot cheaper and much more convenient than going to a picture library.

Roger: .... ? [3]

Herbert: Well, the quality of computer-generated images these days is just as good as ordinary photographs. Don't you agree?

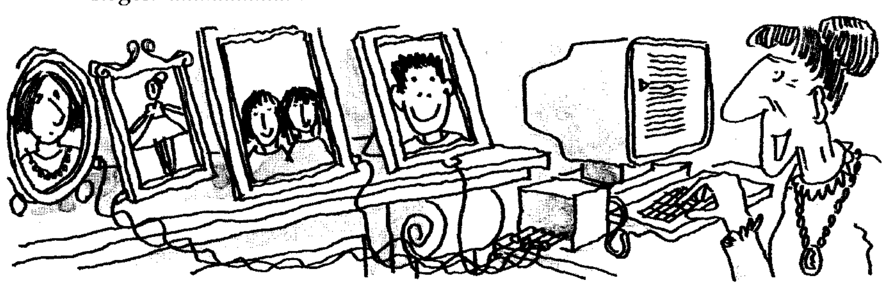
Roger: Well, ...[4] You see, I...

Herbert: I think that in five years, traditional photography will be a thing of the past.

Roger: Really?

Herbert: OK. Maybe not in five years, but sooner or later it'll happen. A lot of photographers are going to have a very hard time. Don't you agree?

Roger: .... [5]



6 Word File: Reacting to what someone is saying

1 Look at the words and expressions below and decide which you would use. (You can use the same words more than once.)
   a to agree
   b to express doubt
   c to express surprise
   d to show you understand

   I'm not so sure.
   Of course.
   Possibly.
   Definitely.
   Perhaps.
   No!
   Really?
   Right.
   OK.
   Absolutely.
   Is that so?

2 Compare your answers with a partner.

3 Listen and check your answers.

4 Look at the dialogue between two people at a trade fair. Fill in the gaps, using a suitable expression from the list in 1 above.

   A: What do you think of the conference?
   B: I think it's excellent.
   A: .... [1]. It's very well organized and I've met a lot of interesting people.

   A: It seems that most of the companies here have had a bad year.
   B: .... [2]. Some people I spoke to said their sales are down by fifty percent.
   A: .... [3]! That's a big drop!

   A: Well anyway, I think there will definitely be an improvement next year.
   B: .... [4]. If the recession continues, sales will be slow next year as well.

7 Keeping a conversation going

1 Look at this dialogue, which also takes place at a trade fair. Do you think this conversation will continue much longer? Why not?

A: Hello, I'm Anna Martinez.
B: Frank Mulhoney.
A: Who do you work for, Mr. Mulhoney?
B: Lasertronics.
A: And what does your company do?
B: Laser technology.
A: Is that a very specialized field?
B: Yes.
A: And what's your job?
B: Sales Manager.
A: How long have you been with Lasertronics?
B: Two years.
A: Oh...

2 Now look at a different version of the same conversation. What differences do you notice?

A: Hello, I'm Anna Martinez.
B: Pleased to meet you. I'm Frank Mulhoney.
A: Who do you work for, Mr. Mulhoney?
B: Please call me Frank. I work for a small company in Seattle called Lasertronics. And you?
A: I'm marketing manager of a design agency. And what does your company do, Frank?
B: We produce different products that use laser technology.
A: Oh, really? Is that a very specialized field?
B: Yes. There are only three or four other companies in the U.S. that I know of.
A: Is that so? And what's your job at Lasertronics?
B: I'm the Sales Manager for the Far East. I'm in charge of five regional offices. It's a lot of work, but I enjoy it.
A: Right. How long have you been with Lasertronics?
B: Two years. Before that, I was with...

3 Now imagine you are at the same trade fair. Introduce yourself to another student. Talk about your company, your job, how well your company is doing, etc. When you are listening, respond to what your partner is saying by using some of the words and phrases you have practiced. Remember to ask lots of questions and keep the conversation going.

CULTURE FILE

Manager-Employee relations

Managers have many different ways of developing good relations with the employees they manage. Below is a list of ways suggested by a group of presidents of small Japanese companies.



QUESTION: What do you do to develop good relations with your employees?

	Suggestion	You	Partner	Class
A	Be a good leader by working hard			
B	Consult employees regularly			
C	Hold a morning meeting with employees			
D	Arrange morning exercises for the company			
E	Invite employees home			
F	Regularly socialize with employees after working hours			
G	Eat lunch with employees in the staff restaurant			
H	Go picnicking together			
I	Help arrange the marriage of employees			
J	Attend marriages and family funerals of employees			

1 Which suggestions do you prefer? Write 1 next to the best suggestion, 2 next to the second best, and so on.

2 Now compare your answers with your partner and with the rest of the class.

3 Do you think that Western managers' answers would be very different? Which of the suggestions above would not appear on their list?

Vocabulary

to consult: to ask other people for their opinions
to socialize: to go out with other people in a group (e.g., to a bar)
a funeral: a ceremony for dead people

3 SCHEDULES AND APPOINTMENTS

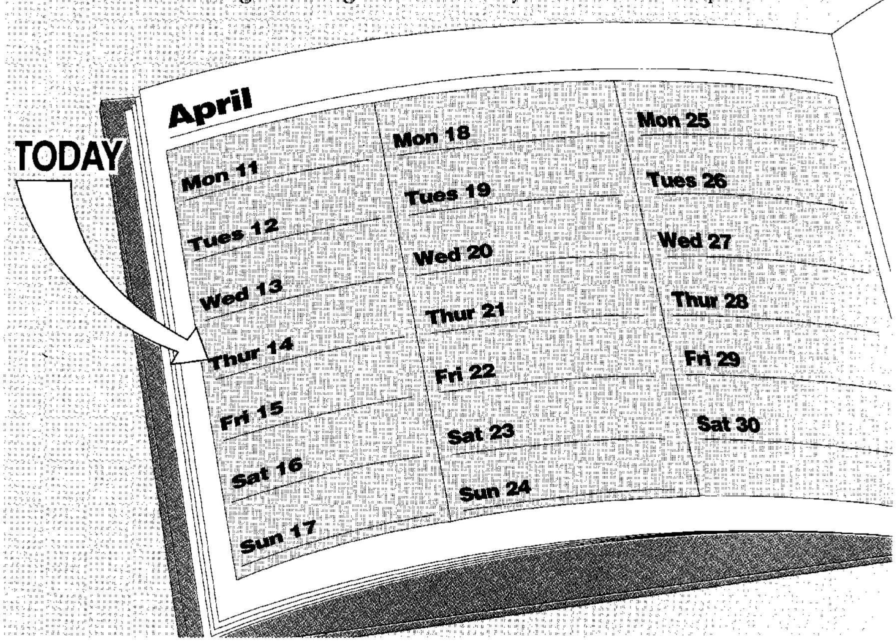
6 A busy man

Student B: Use this page.

Ed Simpson wants to play golf one day soon. But his diary is pretty full, and he needs all day free to play golf. When does he have a free day?

Below are eight appointments (2, 4, 6, etc.) taken from Ed's diary. Student A has eight other appointments (1, 3, 5, etc.). To find Ed's free day, you have to exchange information about Ed's schedule. Take turns telling each other about Ed's appointments. Then write each appointment in the correct place in Ed's diary. Today is Thursday 14th. Student A starts.

2 He's having a check-up next Friday.
4 He's going to a baseball game one week after the computer show.
6 This Sunday, he's visiting some friends.
8 He's taking his first Spanish lesson two days before the baseball game.
10 He's visiting TDK two days before he gives his presentation.
12 He's visiting the Chicago branch a week from today.
14 The Monday after next, he's going to the dentist.
16 He's attending a training course four days after his check-up.



5 DESCRIBING PRODUCTS

6 Password

Student B: Use this page.

In this game, one person chooses a product, and the other person has to guess what the product is by asking questions about it. You may ask only these six questions, but you may ask them in any order.

What's it made of?
Who's it designed for?
How much does it cost?
How big is it?
Where can you use it?
When can you use it?

Student A will choose a product. Student B, you have to start the game by trying to guess what the product is. Ask questions like this:

B: What's it made of?
A: Plastic, mainly.
B: How big is it?
A: Quite small. It can fit in your pocket.
B: Who's it designed for?
A: Anyone who likes listening to music.
B: A cassette tape?
A: No, but you can use it to play a cassette tape.
B: A walkman?
A: Yes.
B: Right. Now it's my turn...

Take turns choosing, and guessing. Check (√) each product after your partner guesses it correctly. The pair that guesses the most items wins.

Products

a ballpoint pen
a hammer
a pocket calculator
an eraser
a motorcycle
a cordless phone
a pair of gloves
a bag of potato chips
a sports car
an attaché case

7 DEALING WITH PROBLEMS

3 Dealing with a complaint

3 Student B: Use this page.
Now have similar dialogues, using the information below. In b and d, you are responsible for customer complaints at ElectroMart. You have to deal with Student A's complaints and corrrect the order forms. In a and c, you are the customer, and you have to complain to ElectroMart (Student A).

a You are calling from Sears. On May 8, you ordered 150 Color TVs, Model Number 1564XY. You received the wrong models: they sent you Model Number 158X6Y instead. Call ElectroMart and complain. The Order Number is RF2354M.

b

ELECTROMART WHOLESALE
DISPATCH DEPARTMENT

Customer:	ALLIED STORES
Order No.:	RS4599J
Date order placed:	5/12
Amount:	150
Item:	PERSONAL STEREOS
Model No.:	QT-Y23U

Notes: ....

c You are calling from Dillard. On May 14, you ordered 100 Dishwashers, Model Number CW-Z730. You received the wrong color dishwashers: you ordered grey, but they sent you white instead. Call ElectroMart and complain. The Order Number is RH7754K.

d

ELECTROMART WHOLESALE
DISPATCH DEPARTMENT

Customer:	J C PENNEY
Order No.:	RT4843E
Date order placed:	5/11
Amount:	125
Item:	PORTABLE CD PLAYERS
Model No.:	MHC-P303

Notes: ....

8 CHECKING PROGRESS

3 Checking on progress

Student B: Use this page.

2 a Student A has asked you to do the things in the list below, but you didn't have time to do them all. The things you have done are marked (✔), those you haven't done yet (✗) and those you are doing now (#). Look at the list and answer Student A's questions.

THINGS TO DO TODAY

go through the morning mail ✓

call the London office ✗ office hasn't opened yet

check the spring sales figures #

send a fax to Ms. Kinski in Los Angeles ✗ her fax machine is out of order

give a copy of the new contract to Mr. Day ✓

make arrangements for the weekly sales meeting #

b Now it's your turn to ask whether Student A has done the things in the list below. Ask *Have you...?* questions, and mark the list √, x, or #, as in your list. When things on the list have not been done, write down the reason why.

get some coffee from supplies
write a letter to Mr. Oda
buy a new light bulb for the corridor
find Mr. Venturi's address
finish the press release
speak to Jay Faber in accounts

1 PRESENT SIMPLE

FORM

Positive and negative

I We You They	work don't (do not) work	in an office.
He She It	works doesn't (does not) work	

Question

(Where) do	I we you they	work?
(Where) does	he she it	

USE

We use the present simple:

1 to talk about general time, e.g., habits or routines, and things which are always true.
Do you work here in Chicago? (Unit 1, 1.2)
How often do you travel abroad? (Unit 1, 6.1)
We usually hire our younger staff straight from college. (Unit 8, Culture File)
The system includes a front-door camera. (Unit 5, 2.3)
Carbon monoxide is a poisonous gas which comes from motor vehicles. (Unit 10, 5.1)

2 to talk about schedules, especially when we refer to timetables.
Your flight arrives at Kennedy airport the day after tomorrow. (Unit 3, 4.1)
The London flight leaves at ten after six in the evening. (Unit 3, 4.1)

3 It is not used to talk about temporary situations happening at the moment. For this we use the present continuous tense.
My assistant is interviewing Ms O'Neill right now. (Unit 8, 1.3)

2 PRESENT CONTINUOUS

FORM

am / are / is + present participle (- *ing*).

Positive and negative

I	'm (am) 'm not (am not)	leaving.
He She It	's (is) isn't (is not)	
We You They	're (are) aren't (are not)	

Question

(When)	am	I	leaving?
	is	he she it	
	are	we you they	

USE

We use the present continuous:

1 to talk about something happening now.
She is waiting in reception. (Unit 8, 2.1)
I'm calling on behalf of Mark Sim. (Unit 2, 3.1)

2 to talk about something happening around now, but not necessarily at the time of speaking.
We're making some big organizational changes. (Unit 1, 5.2)

3 with a future time expression (e.g., *tomorrow, on Saturday, at 3:30*), to talk about a future arrangement.
I'm making a presentation to the board at 11:15. (Unit 3, 1.1)
We're taking the pictures this Friday. (Unit 3, 2.1)

3 PRESENT PERFECT

FORM

have / has + past participle (- *ed*). Also, see list of irregular verbs on page 98.

Positive and negative

I You We They	've (have) haven't (have not)	written.
He She It	's (has) hasn't (has not)	

Question

Have	I you we they	written?
Has	he she it	

USE

The present perfect is, in many ways, a present tense. We use it:

1 when the situation now is linked in some way to a finished action or activity.
We've interviewed Miss Torres. (Unit 8, 1.3)
[*She is looking at job advertisements because*] *she has decided to change jobs.* (Unit 8, 2.1)

2 to talk about an action or situation which began in the past and continues into the present.
Your Moscow restaurant has been open for just over a year now. (Unit 8, 4.1)
Prices have more than doubled because of inflation. (Unit 8, 4.1)

3 with *just* to talk about an action or activity which finished very recently.
The interview has just finished. (Unit 8, 1.1)

4 PAST SIMPLE

FORM

Positive

Regular verbs end in - *ed.* Also, see list of irregular verbs on page xx.

I	called	yesterday
He/she/it	rang	
You	left	
We		
They		

Negative

didn't + infinitive (without *to*).

I	didn't (did not)	call	yesterday
He/She/It			
We			
You			
They			

Question

did + *I/he, she,* etc., + infinitive (without *to*).

Did	I	call	yesterday?
	he/she/it	ring	
	we	leave	
	you		
	they		

USE

We use the past simple to talk about finished actions in the past.
It rose by $8m in 1987. (Unit 4, 2)
In both periods, Chrysler produced slightly more cars than Honda. (Unit 4, 6.1)

5 *Will*

FORM

will + infinitive (without *to*).

Positive and negative

I	'll (will)	write the report
He/She/It	won't (will not)	
We		
You		
They		

Question

(When) will	I	write the report?
	he/she/it	
	we	
	you	
	they	

USE

We use *will*:

1 to talk about the future.
Do you know when he'll be back? (Unit 2, 1.2)
Demand for pain-relief drugs will increase steadily. (Unit 9, 1.1)
Most people will have a palmtop computer. (Unit 9, 7.1)

2 to describe a decision about the future, made at the time of speaking.
I'll call again later. (Unit 2, 1.1)

3 with *if/when* + present tense, to describe a possible or probable future*, and the result**.
*If it doesn't approve Dolorex, ***we'll carry out more research.* Unit 9, 2.1)
*When our competitors launch their products, ***we'll increase our advertising.* (Unit 9, 2.1)

6 MODAL AUXILIARY VERBS:
can, could, would, should, may, might, must, need

FORM

We use modals with infinitives (without *to*).

Their form does not change; therefore they have no *-s* in the *he/she/it* form.

We at Volvo believe that industry must help to. (Not: ~~*industry musts*~~...) (Unit 10, 5.2)

Questions and negative are made without *do*.

Should you fly without travel insurance? (Not: ~~*Do you should..?*~~) (Unit 10, 3.2)
You must not carry any dangerous items in your baggage. (Not: ~~*You don't must*~~...) (Unit 7, 1.2)

USE

1 Polite offers and requests:
May I sit here? (Unit 1, 2.1)
Could you tell him Jim Carrington called? (Unit 2, 1.2)
I'm very sorry, but would you excuse me? (Unit 1, 4.1)

2 Describing a product's possible uses:
You can also use it as a telephone. (Unit 5, 2.3)
Where can you use it? (Unit 5, 6)

3 Giving advice, saying what is best:
I think you should give Bill a call from the airport. (Unit 10, 1.2)
You shouldn't drink too much alcohol during a long flight. (Unit 10, 2.1)
You shouldn't discuss your clients' affairs with anyone else. (Unit 10, 7.1)

4 Describing regulations:
You must reconfirm your flight at least 72 hours before departure. (Unit 10, 2.2)
You must wash your hands before handling food. (Unit 10, 7.1)

5 Talking about probability:
Salaries may not increase next year. (Unit 9, 3.3)
Profits may rise next year. (Unit 9, 3.3)

Note: *Need* can be used either as a modal (U.K. English) or an ordinary verb.
If you have no baggage, *you needn't check in here.* (Unit 10, 2.2) (modal)
If you have no baggage, *you don't need to check in here.* (ordinary verb)

7 *Have to*

FORM

Have/has to + infinitive

The infinitive is used with *to*; questions and negatives are formed with *do, does, did*, etc.

USE

We often use *have/has to* + infinitive, to talk about regulations or obligation, e.g.,

You have to show your passport when you change traveler's checks. (Unit 10, 3.1)
We don't have to reduce our research budget. (Unit 10, 5)
Do you have to pay duty? (Unit 10, 3.2)

8 IRREGULAR VERBS

INFINITIVE	PAST TENSE	PAST PARTICIPLE
be	was/were	been
begin	began	begun
bring	brought	brought
build	built	built
buy	bought	bought
choose	chose	chosen
come	came	come
cost	cost	cost
cut	cut	cut
do	did	done
drink	drank	drunk
drive	drove	driven
eat	ate	eaten
fall	fell	fallen
find	found	found
fly	flew	flown
get	got	gotten
give	gave	given
go	went	gone
grow	grew	grown
have	had	had
hear	heard	heard
hold	held	held
keep	kept	kept
learn	learned	learned
leave	left	left
let	let	let
lose	lost	lost
make	made	made
mean	meant	meant
meet	met	met
pay	paid	paid
put	put	put
read	read	read
ring	rang	rung
rise	rose	risen
run	ran	run
say	said	said

INFINITIVE	**PAST TENSE**	**PAST PARTICIPLE**
see	saw	seen
sell	sold	sold
send	sent	sent
sit	sat	sat
show	showed	shown
speak	spoke	spoken
steal	stole	stolen
take	took	taken
tell	told	told
think	thought	thought
wear	wore	worn
win	won	won
write	wrote	written

1 CONTACTS

1. First Listening

Dialogue One

A: Are you going to London on business?
B: Yes. And you?
A: Yes, I'm going to be there for a few days. I'm Carl Fowler, by the way.
B: Pleased to meet you. My name's Alice Hansen.
A: Glad to meet you, Alice. Do you travel much?
B: Yes, I do. My family say I spend more time in a plane than at home.
A: Is that true?
B: Well, perhaps it's not quite true, but I do...

Dialogue Two

A: I don't think we've met. My name's Bob Gates.
B: I'm Akiko Noda. Pleased to meet you.
A: Do you work here in Chicago?
B: No, I'm just here for the fair. ...

B: ...that's interesting. Uh, would you excuse me? I have to speak to someone.
A: Of course. It was nice talking to you.

2. Starting a conversation

1 A: I don't think we've met. My name's Tim Reed.
B: Glad to meet you. I'm Mike Lam.

2 A: Are you going to Osaka on business?
B: Yes. Just a one-day trip.

3 A: Nice party, isn't it?
B: Really nice. I'm having a great time.

4 A: May I sit here?
B: Please do.

3. A short conversation

A: Are you here for the conference?
B: Yes. And you?
A: Yes. What do you think of it so far?
B: Pretty good. Who are you with?
A: Nabisco. I'm in the sales division.
B: Oh, really? I work for Ajinomoto. My name's Teruo Matsuoka, by the way.
A: Glad to meet you. I'm Luis Rosario.

5. Second Listening

1. We're probably the best-known computer company in the world. The company was incorporated in 1924, and we manufacture mainframe computers, personal computers, networking products and system software. We're making some big organizational changes, and we have great hopes for the future.
2. We have a reputation for high quality. At present, 77% of our earnings come from our automobile division and 14% from motorcycles. Our 750 cc motorcycles are especially popular. The company was founded in 1916, and we now have around 80,000 employees.
3. We produce the world's leading ballpoint pen, and we also manufacture disposable pencils, disposable lighters, and disposable razors. Our short brand name also appears on the majority of sailboards sold in the U.S. and Canada.
4. We produce and market metal products and industrial and construction machinery. We're also expanding in other areas such as electronics, robotics, information systems, and land development. We have more than 50 overseas subsidiaries and affiliates in the Americas, Europe, and Asia.
5. Our company was founded in 1937. We manufacture cars, buses, and trucks, as well as engines and components. We have major production bases in the United States, Great Britain and Thailand, and our main R&D centers are located in Japan, Thailand, the U.S., and Belgium.
6. We're a privately-owned company based in Italy, and have over 6,000 clothing stores worldwide. We're expanding our sporting goods lines, and now produce tennis rackets, skis, hiking boots, roller skates, and sunglasses. Right now, we're concentrating on the Eastern European and Asian markets.

2 ON THE PHONE

1. First Listening

A: Personnel Department.
B: Hello. Could I speak to Mr. Feldman, please?
A: I'm afraid he's not at his desk right now.
B: Do you know when he'll be back?
A: About three-thirty, I think. Can I take a message?
B: Yes. Could you tell him Jim Carrington called? I'll call again later.
A: Mr. Carrington. Is that C-A-R-R-I-N-G-T-O-N?
B: That's right.
A: Yes, I'll tell him, Mr. Carrington.
B: Thank you. Goodbye.
A: Goodbye.

4. Telephone manners

B: March Associates.
A: Hello. Fred Jones, please.

B: I'm sorry. He isn't in the office at the moment.
A: Could you tell me when he'll be back?
B: I'm afraid I don't know.
A: Could I leave a message, please?
B: Of course. Your name, please?
A: This is Mike Lam.
B: Thank you. And what is the message?
A: Could you ask him to call me back before 5:30, if possible?

5. Second Listening 1

a
Hi, Joe. This is Dick Bonetti from PRT. I have a few questions about the annual report. Could you call me today, if possible? It's pretty urgent. I think you have my number, but just in case, it's 434-544-9734. Bye.

b
Mr. Foster? This is Marsha Weiss of Honda. I received your fax this morning, and I'll call again this afternoon before five o'clock. OK? Thank you. Goodbye.

c
Joe? Hal Davis here. How about that golf game on Sunday, Joe? Is it still OK? Give me a call at home tonight – any time till midnight is OK. You got my number, right? Hey, wait, I got a new number .... just a minute ... OK, it's 212-725-3438. OK? Bye.

d
Hello, Mr. Foster. My name is Casey, Steve Casey, and I represent CCS Security Systems. I'd like to call on you some time this week to show you our range of security products and services. I'll call again later. Thank you.

e
Joe, it's Jill. I know you don't like me to call you at work, but I have to see you. There's something I have to tell you, oh, it's so difficult .... Could we meet at the usual place tomorrow? Please be there! I'll be waiting. Oh, and one more thing ...

2.

a Dick Bonetti from PRT called about the annual report. Please call him today at 434-544-9734
b Marsha Weiss from Honda called. She has got your fax. She will call again before 5:00.
c Hal Davis called. Please call him (any time before midnight) to confirm Saturday's golf game. His new phone number is 212-725-3438.
d Steve Casey from CCS Security Systems called. He wants to meet you this week to show you their product range. He will call again.
e Jill called. She will meet you tomorrow at the usual place.

7. Word File: telephone talk 2

A: Bob Wilson, please
B: Excuse me I didn't catch the name.
A: Could I speak to Bob Wilson, please?
B: Who can I say is calling?
A: Martin Greensmith from Newgate Investments.
B: Hold the line. I'll connect you.
C: Hello.
A: Good morning, could I speak to Bob Wilson, please?
C: Speaking.

3 SCHEDULES AND APPOINTMENTS

1. First Listening

Mary: I need to see you about the design of the new catalog. Some time next week. Monday, if possible.
Bill: O.K. Let me have a look at my schedule. How about eleven o'clock?
Mary: No that's no good. I'm making a presentation to the board at 11:15. What about lunch-time?
Bill: I'm afraid I'm having lunch with a client.
Mary: Are you doing anything in the afternoon? I think we need to discuss this as soon as possible.
Bill: Well, I'm leaving for Boston at 5:00. Could we make it 4 o'clock?
Mary: That doesn't give us much time, Bill. How about after lunch?
Bill: I'm sorry, but I'm visiting the client's factory after lunch.
Mary: OK then, Monday afternoon at 4:00.

4. Second Listening

JW: Can we go over my schedule for the New York trip, Max?
Max: Of course, Mr. Wolf. Well, your flight arrives at Kennedy Airport the day after tomorrow, that's Tuesday the seventh, at 5:45PM local time. There's nothing plannned for Tuesday evening, but on Wednesday morning, you're appearing on a breakfast-time TV talk show at 8:15.
JW: A great way to start the day!
Max: Then you're visiting the Jasper Johns show at the Castelli Gallery around 10:30.

JW: Ah, yes, I'm looking forward to that.
Max: Then lunch at your favorite Chinese place on Canal Street. That's with some of the New York staff, at 12:45. In the afternoon you're attending a strategy meeting in the main conference room from 2 o'clock. Here are your notes for that, by the way.
JW: Thanks.
Max: That should finish around 4:30. At 6PM you're visiting our recording studios, and later you're having dinner at a sushi restaurant with some people from CBS Sony.
JW: What time is that?
Max: The reservation is for eight o'clock.
JW: All right. And Thursday?
Max: You're opening the new Third Avenue store at 11AM, then it's back to Kennedy. The London flight leaves at ten after six in the evening.
JW: Fine. Thanks, Max. Now, let's go though my notes for the strategy meeting...

4 COMPANY PERFORMANCE

1. First Listening

I'm sorry to say that sales last month were rather disappointing. Let me start by showing you some graphs. Now, if you look at this graph, you can see that home improvement sales rose slightly, to just over three million dollars. The second graph shows that in the stationery section, sales remained about the same. As for household appliances – that's graph number three, of course – sales fell sharply to $2,450,000.Not good news, I'm afraid. Now, let's go on to ...

4. Second Listening

The number of cars made by major Japanese manufacturers in the U.S. grew considerably during the period 1985-89. Toyota started making cars in the U.S. in 1986. In its first year it produced 13,000 cars. This was much less than Honda, the leading Japanese car manufacturer in the U.S. Both Toyota's and Honda's production rose in 1987 and 88, (sharply in 87, but only slightly in 88). In 1989, however, Toyota's production rose very sharply – from 55,000 to 231,000. Honda, on the other hand, produced 362,000 cars – four thousand less than in the previous year.

5 DESCRIBING PRODUCTS

1. First Listening

...And now, ladies and gentlemen, I'd like to show you our new model, the Pulse Meter watch. The Pulse Meter is a watch for people who care about their health. Like other modern watches, it's light and easy to use. It has a simple, modern design, making it easy to read. It can be used as a stop-watch, a timer, and an alarm. But the unique feature of the Pulse Meter is this: it measures and displays the number of heartbeats per minute. I'm sure you'll agree, ladies and gentlemen, that at a cost of only $39.99, the Pulse Meter watch is a real bargain.

5. Second Listening

A: And this is our latest product, a multi-lingual pocket translator.
B: Excuse me, I've never seen one of these before. What can it do?
A: Well, it can translate words from one language into another. You type in the word, and a translation appears on the screen.
B: That's amazing! So, who's it designed for?
A: Well, for anyone who has to travel to a foreign country where they don't speak the language. Our research has shown that business people are our biggest group of customers, followed by tourists.
B: How big is it ?
A: As you can see, it's very compact. You can put it in your pocket, just like a phrase book.
B: How many words does it contain?
A: 8,000. We think that's enough for most normal situations.
B: And how many languages?
A: Five. English, French, German, Italian, and Spanish.
B: I see. How much is it?
A: Oh, it's very affordable. The retail price is around $50. I'm sure you'll agree that at that price, it's a real bargain in any language!

6 TALKING ABOUT DECISIONS

1. First Listening

In 1953, F.C. Hall bought the Electro String Co., maker of Rickenbacker Guitars. Hall modernized operations, and as a result, sales increased. In 1963, The Beatles began to play Rickenbackers. There was a great demand for Rickenbacker Guitars, known as 'Ricks', so a larger factory was built in 1964. However, during the seventies, tastes

changed, and sales levelled off. In 1984, F.C. Hall's son, John, took control of the company. Because John Hall improved efficiency, sales increased by 42%. In 1989 exports rose 85%, and as a result, Rickenbacker won the President's Export Award.

4. Second Listening

1 Well, we found that outside the normal vacation season we had too many empty rooms. So, we simply wanted to attract more people, especially young people. In the end, we decided to install a sports club with its own swimming pool. We've also opened a new restaurant aimed at the younger market. I'm pleased to say that both these decisions have been a great success.

2 We made a big decision, a few years back, to start making camcorders in Malaysia. There has been a rapidly growing demand for our product in South East Asia over the past five years or so, and naturally we wanted to take advantage of it. Production started just over three years ago, and during the first two years we produced more than 20,000 camcorders a month.

3 We think there will be a huge market for automobiles in Eastern Europe; car sales might double in the next ten years according to our predictions, possibly even triple. Obviously we can't be absolutely sure about what will happen. However, we have analysed this region in some depth and because of the potentially huge market, we have decided to open a car engine factory in Hungary.

4 These days most people exercise regularly and are careful about their diet. Consumers are much more health-conscious now than in the past. We take this very seriously and we want to show people that the food we serve is healthier than ever. Last month we decided to stop using saturated animal fat to cook our french fries. As a result, we now use only top-quality vegetable oil. Of course it's more expensive, but we believe a better product will mean higher sales. It's also good for our image.

7 DEALING WITH PROBLEMS

1. First Listening

Dialogue 1

A: How can I help you, Mr. Watanabe?
B: I have a complaint about our last shipment.
A: What's the problem?
B: Well, the items in two of the crates were damaged.
A: I'm sorry to hear that. As you know, our policy is to replace any damaged items free of charge, and we'll pay the extra shipping charges. I hope it didn't inconvenience you too seriously. Could you give me a few details? First of all, what exactly ...

Dialogue 2

A: I understand there's a problem with last week's order, Ms. Butler.
B: Yes, you sent the wrong items. We ordered the X-200 model, but you sent us X-250s.
A: One moment, please... Ah, yes, it's our mistake. I'm very sorry about that. We'll take care of it right away.
B: Thank you. Oh, and there's one more thing ...

4. Second Listening

1. R: John, I understand you've made a number of personal overseas calls during the past week on the office phone. I'm sorry, but it'll have to stop. OK?
(B: Yes, I understand, Mr. Norton. It won't happen again.)

2. R: Everyone here likes the basic idea very much, but I'm afraid the design isn't quite right. It should be stronger and simpler. Could you work on some new ideas?
(B: All right. I think we can have something ready by Friday. Is that OK?)

3. R: Sorry, Murray, but I can't make that golf game next weekend. I have to go to Hong Kong for a week or so. Sorry about this, but I'll get in touch when I get back, OK?
(B: No problem. Have a good trip.)

4. R: Hello, Bill. Listen, I just got your report on the Texas project. I'm sorry, but it's not what I want. We need more facts, more hard information. OK? Come to my office now and we'll talk it over.
(B: I'll be there right away, Mr. Norton.)

5. R: Hey, Jeff. Listen, we've got a slight problem with the last order. You got the goods, right..? Well, I'm afraid we haven't received any payment yet. What's happening?
(B: Yes, sorry about that, Rob. There was a mix-up in accounts.)

6. R: Thanks for coming in the other day, Ms. Harker. We all enjoyed talking with you, and I'm happy to tell you the job is yours. Can you start on Monday?
(B: Yes, that would be just fine. Thank you, Mr. Norton.)

8 CHECKING PROGRESS

1 First Listening

A: Giorgio, how are the interviews for the office manager job going?
B: They're going well, Jack. We have three very promising applicants.
A: Have you interviewed them all yet?
B: No, not all of them. We've interviewed Miss Torres. She was a very good candidate, extremely confident. My assistant is interviewing Ms. O'Neill, the second candidate right now. She seems very enthusiastic. We haven't interviewed Ms. Schwartz yet, but her references are excellent.
A: It sounds like a difficult decision! Well, please keep me informed. Tell me when you've made a decision.
B: OK.

4. Second Listening

A: Mr. Cohon, your Moscow restaurant has been open for just over a year now.
B: That's right.
A: How is business?
B: Just fine. We're very happy with the whole operation.
A: How many meals have you served at the Moscow restaurant?
B: We estimate that we've served 20 million meals.
A: 20 million! That's a lot of meals! And is the menu in Moscow the same as in New York?
B: Almost, but we've taken the fish fillet off the menu.
A: Because the customers in Moscow don't like fish?
B: Oh, they like fish; it was a supply problem. There isn't enough fish on the market here.
A: What other kinds of problems have you had?
B: Well, prices have more than doubled because of inflation, and we've had other supply difficulties, but nothing too serious.
A: Have you ever run out of burgers or fries?
B: No, we haven't. We've always had enough burgers and fries!
A: So you have a lot of satisfied customers?
B: I think so. Mr. Gorbachev has visited with his family,and he seemed pretty happy when he was here.
A: Finally, Mr. Cohon, what about the future of McDonald's in Russia?
B: We're very optimistic. There are going to be a lot of changes in this part of the world, but we're here for good.

9 FUTURE PROSPECTS

1. First Listening

Today, I want to talk about our new product, the pain-relief drug Dolorex. In general, the sales prospects for this product are good, and I'm very optimistic. I'm convinced that people will prefer Dolorex to other pain-relief drugs: the pills are smaller, and they taste better. Our market researchers think that demand for pain-relief drugs will increase steadily over the next five years, which is also good news.

On the export side, everything depends on the United States Food and Drug Administration. If the U.S. Food and Drug Administration approves Dolorex, then we will be able to export to the U.S. and to many other overseas countries.

But what about the competition? I think at least two of our competitors will also launch new pain-relief drugs in the next three years. However, because Dolorex is cheaper to produce than the others, I think we will have a big advantage over our competitors.

6. Second Listening

Patrick: As you know, the video telephone is one of our most important projects. We need to decide how successful we think it will be and how much money to invest in it. Hiroshi, can I start with you?
Hiroshi: I'm very optimistic. I think the video phone will definitely be an important product for our company in the future.
Patrick: Why do you think so, Hiroshi?
Hiroshi: I'm sure people will like the idea of seeing the person they're talking to. A phone conversation will become more like a face-to-face business meeting.
Patrick: Maria, do you agree with Hiroshi?
Maria: Yes, I do. I'm also convinced that the video phone will be a big success.
Patrick: How big?
Maria: Well, I think nearly all homes might have a video phone in, say, twenty years.
Patrick: What do you think, Roberto?
Roberto: I'm not sure. I think the video telephone probably won't be our most important new product.
Patrick: Why?
Roberto: Because they'll probably be too expensive. Think how much a video camera costs now. OK, the cost of video cameras might be much lower in twenty years. Still, I'm certain that the

technology won't be cheap enough for everyone to have a video phone – even in twenty years.

10 REGULATIONS AND ADVICE

1. First Listening

A: So, John, let's go over the details of the trip.
B: OK. What time do I have to check in at Heathrow?
A: By 9AM
B: 9, OK. And I arrive at Kennedy around one o'clock in the afternoon, right?
A: 1:10 to be exact; and you don't have to worry about getting to your hotel. There'll be a limo waiting.
B: Great.
A: Oh, and I think you should give Bill a call from the airport, just to confirm the dinner date.
B: That's at 8 o'clock at the Four Seasons, right?
A: Right.
B: Can I walk there from my hotel?
A: No, you can't walk. It's right across town. And remember, you shouldn't be late. Bill likes people to be on time.
B: I understand.
A: If you have any problems just phone or fax us, OK?
B: OK.

5. Second Listening

Thank you for coming this afternoon, ladies and gentlemen.
Today, the world faces many environmental problems: global warming, desertification, pollution, and many others. Most people think that governments should solve these problems; but we at Volvo believe that industry should help, too.
As an auto manufacturer, it is our responsibility to make products that are environmentally friendly. But we also have to satisfy the consumer, in terms of comfort, price, and efficiency.
One example of this is the catalytic converter, which was introduced on Volvo vehicles in 1974. The catalytic converter has greatly reduced carbon monoxide emissions from all our vehicles.
However, we still have to reduce carbon dioxide emissions, and to do that, there are three things we have to do immediately. We have to burn less gasoline, we have to experiment with alternative fuels and, more generally, we have to improve the design of our engines.
As a result of research, we now realize that we should also change our methods of production; for example, we are now reducing the amount of freon used to make plastic auto parts.
It is essential to agree on international standards for protecting the environment. The problems are serious, and everyone should be concerned; but we believe that positive action will have positive results. With effort and cooperation, we can have a green future. Thank you.

11 MEETING AND DISCUSSIONS

1. First Listening

A: OK, shall we start, Mr. O'Donovan?
B: Good idea. Well, I guess first on the agenda is advertising. How's it going?
A: Everything is fixed. We'll have half-page ads in the major newspapers, and 10-second TV commercials on a number of channels.
B: That sounds fine. Now the events schedule. I think the fashion show should be on the first day. How do you feel about that?
A: Good idea. And will the ambassador be here for that?
B: Yes, he will. And the Australian Folk Band is going to provide live music during the final week. They'll be very popular, I think.

6. Second Listening

James: OK. Let's start. Now, the first item on the agenda is plans for future growth. We want as many ideas as possible for increasing our market share. OK? Who wants to go first? Yes, Carol.
Carol: Well, I think that our service could be better. We should aim for greater customer satisfaction.
James: How do you mean?
Carol: I think one problem is that our customers don't always get their statements on time. We should always mail monthly statements within two business days of the end of the month, no matter what.
James. Yes, I like that. How do you feel about that, Pete?
Pete: Good idea. And another thing we should do is try to find new customers for the bank. We have to improve our market share.
James: How do you suggest we do that, Pete?
Pete: Well, I think we need to talk to the people

who aren't our customers yet and explain why they should open an account with us. So how about making more cold calls on potential customers at their homes and offices?

James: Interesting... Yes, Alice. What do you think?

Alice: I'm sure that if our employees have more incentives, they'll be more motivated and they'll give our customers better service.

James: Can you give us an example?

Alice: Yes. How about improving incentives for our employees – you know, bonuses, profit-sharing, investment plans, that kind of thing?

James: Harry?

Harry: I think Alice's idea is excellent. But we also need to give our customers an incentive to bank with us. Customer loyalty is as important as staff loyalty.

James: What do you suggest?

Harry: How about this? We give our customers some kind of free gift when they visit the bank.

James: A gift? You mean cash, free insurance, a watch?

Harry: No, I was thinking of something more practical. Top quality potatoes, for example.

Carol: Potatoes? I don't quite understand that, Harry. Why potatoes?

Harry: Well, at University National Bank & Trust in California they gave away 25,000 pounds of onions last year and everyone thought it was a great idea ...

12 REVIEW AND SAYING GOODBYE

1. First Listening

1 Can I smoke here?
2 Could you ask him to call me as soon as possible?
3 Have you finished that sales report yet?
4 Do you think sales will continue to rise next year?
5 I'm sorry, but will you excuse me for a moment? I have to talk to someone.
6 Let's see. I'm meeting a client in the afternoon.
7 As you can see, sales rose sharply in June.
8 Is this the shipping department? The last shipment we received from you was damaged.

6. Second Listening

Herbert: Hi, I don't think we've met. I'm Herbert Berry.

Roger: Roger Eliot. Pleased to meet you. Who are you with?

Herbert: I work for a computer graphics company.

Roger: Really, which one?

Herbert: Microvisual. Have you heard of us?

Roger: Microvisual? I'm not sure. What exactly do you do?

Herbert: Well, we're involved in computer-generated images. At the moment, we're building up a catalog of prints from all over the world.

Roger: Right.

Herbert: If you need a picture for a brochure or magazine, you can choose from several thousand stored on a single disk.

Roger: A single disk? Amazing!

Herbert: Of course, we have to own the copyright for any pictures we include on the disk.

Roger: Right.

Herbert: It's a lot cheaper and much more convenient than going to a picture library.

Roger: Is that so?

Herbert: Well, the quality of computer-generated images these days is just as good as ordinary photographs. Don't you agree?

Roger: Well, not entirely. You see, I...

Herbert: I think that in five years, traditional photography will be a thing of the past.

Roger: Really?

Herbert: OK. Maybe not in five years, but sooner or later it'll happen. A lot of photographers are going to have a very hard time. Don't you agree?

Roger: Perhaps.

Herbert: What do you do by the way?

Roger: Me? I'm a photographer.

Herbert: A photographer? Oh, I see. I mean, that's great. Look, when I said photographers are going to have a hard time, what I meant was...

ANSWER KEY

1 CONTACTS

1.1 **One**: They are in a plane.
Two: They are at a party.

1.2 see Tapescript, page 101

1.3 a I don't think we've met
Are you going to London on business?
Do you work here in Chicago?
b Would you excuse me?
It was nice talking to you.

2.1 see Tapescript, page 101

2.2 a-5 b-4 c-2 d-1 e-3

3.1 c b f a e g d

4.2 a: dialogue 2
b: dialogues 1 and 2
c: dialogues 3 and 4
d: dialogue 4 (because B interrupts A)

5.2 1 IBM 2 BMW 3 Bic
4 Kobe Steel 5 Isuzu 6 Benetton

6.1 a-5 b-8 c-7 d-6 e-4 f-3 g-1 h-2

Culture File
a-3 b-6 c-5 d-l e-4 f-2

2 ON THE PHONE

1.2 c

1.3 see Tapescript, page 101

4.1 see Tapescript, page 101

5.1 c Sunday, not Saturday
e tomorrow, not today

5.2 See Tapescript, page 102

7.1 a-5 b-7 c-1 d-3 e-8 f-4 g-2 h-6

7.2 see Tapescript, page 102

3 SCHEDULES AND APPOINTMENTS

1.2 see Tapescript, page 102

2.1 1 today 2 tomorrow
3 the day after tomorrow 4 this Friday
5 this weekend 6 next Thursday
7 the Tuesday after next

3.1 a **You're** meeting her at <u>3.00</u>
b **They're** <u>not</u> coming today.
c **He's** arriving by <u>plane</u>.
d **We're** holding a press conference to<u>mor</u>row.
e **I'm** **<u>not</u>** doing anything this afternoon.
f **They're** sending us a replacement <u>soon</u>.
g **She's** giving the presentation on <u>Fri</u>day.
h **You're** <u>not</u> playing tennis next week.
i **I'm** speaking to the board to<u>day</u>.
j **We're** <u>not</u> going home tonight.

4.1 see Tapescript, pages 102-103

4.2 see Tapescript, pages 102-103

5 1 When are you flying to Tokyo?
2 Where is the conference this afternoon?
3 What are you doing Thursday morning?
4 What time does your train leave tomorrow?
5 What time are we playing golf today?

6 Ed's free day is Wednesday 27th

Culture File
1-d 2-h 3-i 4-f 5-j 6-a 7-g 8-e
9-c 10-b

4 COMPANY PERFORMANCE

1.2 see Tapescript, page 103

4.1 Toyota started making cars in the USA in **1986**, not 1985.
In its first year, it produced **13,000** cars, not 14,000.
This was much **less** than Honda, not much more.
Both companies' sales **rose** slightly in 1987 and 1988; they didn't fall.
In 1988, Honda produced 4,000 **less** than in the previous year, not 4,000 more.

5 a-1,3,5 b-2 c-4 d-7 e-6

6.1 a-3 b-5 c-2 d-6 e-4 f-1

5 DESCRIBING PRODUCTS

1.2 1 health 2 use 3 modern
4 unique 5 costs 6 bargain

2.1 a 1 ideal for 2 are 3 made of
4 have
b 1 perfect for 2 fit into 3 can
4 included

2.3 1: b e g j 2: a f i 3: c d h

3.1 a portable photocopier

3.2 a-6 b-5 c-2 d-4 e-3 f-1

3.3 g-c h-d i-f j-b k-e l-a

4.1 unique bargain include
feature design value
contain ideal easy perfect

5.1 see Tapescript, page 103

5.2 a What can it do?
b Who buys it?
c How big is it?
d How many words does it contain?
e How many languages does it have?
f How much does it cost?

7.1 1-b-compact 2-e-unbeatable prices
3-c-state-of-the-art 4-d-versatile
5-a-user-friendly

7.2 a: powerful comfortable reliable safe
b: comfortable clean centrally-located
c: delicious refreshing
d: smart comfortable waterproof

6 TALKING ABOUT DECISIONS

1.1 d, a, b, c

1.2 a as a result b so c and d Because

3.2 1-d 2-f 3-e 4-b 5-a 6-c 7-g

4.1 1 hotel 2 camcorder 3 engine
4 fast food

4.2 Company 1 - D - 3
Company 2 - B - 1
Company 3 - C - 4
Company 4 - A - 2

5.1 inform information
operate operation
corporate corporation
introduce introduction
produce production
install installation
explain explanation

5.3 o: inf**o**rm / inf**o**rmation
u: introd**u**ce / introd**u**ction
u: prod**u**ce / prod**u**ction
a: inst**a**ll / inst**a**llation
a: expl**a**in / expl**a**nation
b stress comes in the syllable before *-tion*

6.1 Barbara Blue: perfume
Gordon Green: cigarettes
Robert Red: pen
Wendy White: whiskey

7 DEALING WITH PROBLEMS

1.1 **One:** c
Two: e

1.2 **One:** b c f
Two: a d e

4.2 3 6 2 1 4 5

4.3 1-b 2-f 3-d 4-e 5-a 6-c

5.3 a I'm very sorry to hear that.
b Please accept our apologies.
c I don't understand how it happened.
d It won't happen again.
e I'll sort it out right away.
f You have my word.

6.2 a-5 b-3 c-2 d-6 e-7 f-1 g-4

8 CHECKING PROGRESS

1.1 1-c 2-b 3-a

1.3 see Tapescript, page 105

2 A-b-5 B-d-1 C-c-4 D-a-2 E-e-3

4.1 a F b T c T d F e F f T

5 a-4 b-6 c-2 d-1 e-7 f-3 g-5

6.1 1 advertise job in newspapers
2 3 weeks
3 produce first shortlist
4 1 week
5 check references
6 1 week
7 inform unsuccessful candidates

6.2 10 to 11 weeks

9 FUTURE PROSPECTS

1 1 optimistic 2 prefer 3 steadily
4 approves 5 launch 6 advantage

2.2 a-5 b-4 c 1 d-2 e-3

3.1

sure	*almost sure*	*not sure*
definitely	probably	might
I'm sure	it's likely that	perhaps
I'm convinced		maybe
certainly		may
I'm certain		could

4.2 a-I b-We'll c-I d-We'll e-You'll f-They'll

6.1 a T b F c F d F e T

10 REGULATIONS AND ADVICE

1.1 see Tapescript, page 106

1.2 see Tapescript, page 106

2.1 1-c 2-b 3-e 4-a 5-d

2.2 a can't b should c don't have to
d should e can't f shouldn't
g shouldn't

3.1 a should b have to c should
d don't have to e shouldn't
f have to g can't h shouldn't

5.1 a Carbon monoxide
b carbon dioxide
c Alternative fuels
d environmentally friendly
e global warming
f freon
g desertification

5.2 a T b F c F d T e F

6.1 a-3 b-5 c-4 d-1 e-6 f-2

Culture File
Saudi Arabia: a d e Mexico: c f h Taiwan: b g

11 MEETINGS AND DISCUSSIONS

1.1 advertising fashion live music

1.2 a shall b agenda
c fine d feel

3 a-6 b-4 c-1 d-7 e-2 f-5 g-3

5.1 1 everything 2 arrange
3 how 4 fine

6.1 b

6.2 Carol: b-3 Pete: d-1
Alice: a-2 Harry: c-4

12 REVIEW AND SAYING THANK YOU

1.1 1-c 2-e 3-g 4-d 5-a 6-b 7-f 8-h

1.2 1-g 2-b 3-e 4-h 5-a 6-c 7-d 8-f

2 1 meet 2 How about 3 Give 4 Would you
5 This is 6 he'll be back 7 take 8 tell
9 make sure 10 about 11 sorry
12 wrong 13 ordered 14 get back to you

3.1 d b f a c e

5.1 a T b F c F d T e T f T

5.2 see Tapescript, page 107

6.1 a: OK, Of course, Right, Absolutely, Definitely
b: I'm not sure, Possibly, Perhaps, Really?, Is that so?
c: Really? No! Is that so?
d: OK, Right

6.4 1 Absolutely, Right
2 Absolutely, Right, Definitely
3 Really, Is that so?, No!
4 I'm not so sure

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